Government of Saskatchewan

Annual Report 2004-2005

Saskatchewan Justice

Saskatchewan Centennial 2005

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This annual report is also available in electronic form from the Department's web site at **www.saskjustice.gov.sk.ca.**

Letters of Transmittal

Her Honour the Honourable Dr. Lynda M. Haverstock
Lieutenant Governor of Saskatchewan

May It Please Your Honour:

I respectfully submit the Annual Report of the Department of Justice for the fiscal year ending March 31, 2005.

The Honourable Frank Quennell, Q.C.
Minister of Justice and Attorney General

The Honourable Frank Quennell, Q.C.
Minister of Justice and Attorney General

Dear Sir:

I have the honour of submitting the Annual Report of the Department of Justice for the fiscal year ending March 31, 2005.

Doug Moen, Q.C.
Deputy Minister of Justice and Deputy Attorney General

Who we are

Vision

The vision of Saskatchewan Justice is "A fair, equitable and safe society supported by a justice system that is trusted and understood."

Mandate

The mandate of Saskatchewan Justice flows from the historic and constitutional role of the Attorney General to uphold the rule of law[1], protect basic legal rights of citizens, and ensure good and proper administration of justice. Effective justice services contribute to social stability, and by extension, to a high quality of life for citizens. Justice services must reflect the norms of the community and support a sound, healthy society.

Service delivery system

Saskatchewan Justice has about 900 employees across the Province. Department employees work with other departments, governments and community partners to administer and deliver justice, protect basic legal rights and relationships, and provide other justice functions, such as producing legal publications and developing alternative mechanisms to resolve disputes.

Department activities are organized into six main divisions: Community Justice, Public Prosecutions, Courts and Civil Justice, Civil Law, Public Law, and Finance and Administration. A brief description of each of these areas follows. More information is available on the Saskatchewan Justice web site at www.saskjustice.gov.sk.ca.

The Departments of Justice and Corrections and Public Safety share the services of four branches: Communications and Public Education, Administrative Services, Systems Services and Human Resources.

Community Justice Division

The Community Justice Division includes Law Enforcement Services, Community Services, Victims Services, and Aboriginal and Northern Justice Initiatives. It provides alternative measures and crime prevention programs that respond to the needs of communities for increased safety and greater involvement in justice services. It supports the development and delivery of community-based justice initiatives, co-ordinates Aboriginal and northern justice initiatives and funds the Aboriginal Courtworker program, the Police Commission and the Police Complaints Investigator. It also provides provincial policing services under contract with the Royal Canadian Mounted Police (RCMP), regulates the private security industry, provides for coroners' investigations, and conducts investigations of residential and commercial properties being used for illegal activities.

The Division is also home to a unique set of Aboriginal initiatives made possible by funding innovative partnerships with Aboriginal organizations and the federal government. These programs respect Aboriginal values and traditions and provide employment opportunities for Aboriginal people.

Public Prosecutions Division

The Public Prosecutions Division represents the interests of the general public in the criminal justice system. It provides legal advice to Government and numerous law enforcement agencies. Prosecutors assess investigation results to determine whether there is sufficient evidence to prosecute a violation of the law and whether the public interest in that prosecution justifies the expenditure of public funds. Public Prosecutions Division also has a substantial role in training law enforcement officials, such as police.

Courts and Civil Justice Division

The Courts and Civil Justice Division provides judicial and operational support to the court system, produces transcripts and provides enforcement services for legal judgments through the Sheriff's Office. It provides maintenance enforcement and other family justice services to assist parents and children deal with the difficulties of family breakdown. The Division licenses Commissioners of Oaths, Notaries Public and Marriage Commissioners. It also provides dispute resolution services to assist in resolving disputes outside the court system and protects the interests of people who do not have the capacity to manage their own financial affairs. As well, it supports economic well-being through the provision of corporate registry services.

[1] In general terms, the rule of law means that the Government and all citizens are subject to the law and must operate according to its terms.

Civil Law Division

The Civil Law Division provides legal services to the departments, agencies, boards and commissions of the Government of Saskatchewan.

Public Law Division

The Public Law Division provides legal services to Government, including advice on Aboriginal, trade law and constitutional matters, and legal, policy and technical advice in relation to legislation. Through the Queen's Printer, it publishes and distributes legislation, regulations and other government publications.

Finance and Administration Division

The Finance and Administration Division provides administrative services to senior management and operational areas of the Department through the following branches that are shared with the Department of Corrections and Public Safety: Administrative Services, Human Resources, and Systems Services. These support services are also provided to a number of boards and commissions assigned to the Minister of Justice and Attorney General.

Responsibility for the Consumer Protection Branch also lies within this Division. This Branch is a regulatory body that grants licenses, regulates market conduct, investigates complaints, answers inquiries and oversees the regulation of the death services industry through an industry self-regulatory body. The major activity within the Branch is to provide information and direction to the public and businesses to assist in dealing with problems encountered in the marketplace. It also acts directly for members of the public unable to protect themselves.

In Summary

Together, the Divisions of the Department work with Saskatchewan Justice stakeholders and partners to ensure the justice system:

- Effectively enforces criminal law (*Criminal Code*, *Youth Criminal Justice Act* and provincial statutes), including the need to be tough on serious crime and the need for integrated approaches in situations where the offender can be effectively dealt with in the community;
- Provides effective mechanisms for resolving social conflict to ensure that people do not turn to socially destructive ways of dealing with their issues;
- Responds to the legal and social needs of people, particularly those in vulnerable circumstances and those involved in family disputes;
- Plays a key regulatory function in the marketplace to safeguard consumer and public interests and support economic well-being; and
- Provides legal and policy services to Government, including serving as the Government's official legal advisor and representing the Government before courts and tribunals, as well as advising departments and agencies about developing legislative proposals and drafting all legislative instruments.

Key Partners

To achieve its vision and the outcomes identified in its plan, Justice works with key partners – some represent justice system components; some deliver community-based justice services; and some assist in policy and legislative development and implementation. All have an impact on the extent to which Justice is able to achieve its goals, objectives and outcomes.

The following organizations play a critical role in shaping the criminal justice system of the future. These partners have an impact on the extent to which the Department is able to meet its criminal justice performance measures, particularly those under Goal 1: Safe Communities, and Goal 2: Aboriginal Justice:

- Police and the Saskatchewan Legal Aid Commission partner with the Department[2] in criminal justice system delivery, but are formally independent. The Department also provides funding to victim services programs that are affiliated with police services and support victims during the criminal justice process and Aboriginal courtworkers who work for Aboriginal

[2] The Department also works closely with the judiciary, but there is a constitutional separation between executive government and the judiciary, and the judiciary is independent of Government.

organizations and support Aboriginal offenders during the court process.

- Community-based organizations, including Aboriginal communities and organizations, deliver a wide range of services, such as community justice programs, alternative measures, First Nations policing, Aboriginal courtworkers, Aboriginal family violence projects and Aboriginal youth crime prevention programs. Justice provides funding to community-based organizations to deliver these programs; some are cost-shared with other funders.

The participation of federal, municipal, First Nations and Métis and municipal governments is critical to the achievement of our plan. The participation at the federal level of government is essential in a number of areas, particularly with respect to First Nations people and through cost-sharing agreements. Federal involvement or lack of involvement affects the Department's ability to achieve a large number of performance measures, particularly those under Goal 1: Safe Communities, Goal 2: Aboriginal Justice and Goal 3: Civil and Family Justice. The Department and its municipal partners work together to implement provincial policing strategies and policies.

The Department, together with First Nations, Métis and municipal partners, works to develop and evaluate targeted responses to deal with seriously offending youth and young adults, related directly to Goal 1: Safe Communities and Goal 2: Aboriginal Justice.

Two other partners that have an impact on the extent to which Justice achieved its 2004-2005 plan are the legal profession and business. The Department partners with the legal profession to provide effective civil solutions (Goal 3: Civil and Family Justice) and with business to identify potential changes to regulations, as well as to define acceptable levels of service (Goal 4: Marketplace Relations).

2004-05 Results at a Glance

The goals and objectives in the 2004-05 Performance Plan articulated the outcomes the Department is pursuing as we move towards our vision in the years to come. Key actions and performance measures relate directly to the objectives within the Plan. This section provides a summary of key accomplishments in 2004-05, as well as a summary of the financial results for that fiscal year.

Summary of Performance Results

In 2004-05, the Department continued to work towards supporting strong and vibrant communities through actions such as developing its response to the Commission on First Nations and Métis Peoples and Justice Reform and introducing new legislation such as *The Safer Communities and Neighbourhoods Act*. It responded to justice issues such as the response to the Stonechild Inquiry and support for the inquiry into the wrongful conviction of David Milgaard. Department priorities for 2004-05 were:

- ✓ Reducing reliance on the justice system;
- ✓ Changing the relationship between Aboriginal people and the justice system;
- ✓ Reducing offending through integrated targeted approaches;
- ✓ Improving community safety by targeting unlawful activities in residential and business neighbourhoods; and,
- ✓ Improving the efficiency of the justice system.

Highlights of the most significant performance results are shown below. More details are provided in the following section, 2004-05 Performance Results.

Goal 1: Safe Communities
Individuals are safe and secure from crime, the rights of people are protected and crime is reduced.

- Continued to support the Crime Reduction Strategy through the development of integrated community responses to offending. There are five initiatives across the province – Regina, the Battlefords, Saskatoon, Prince Albert and Meadow Lake. Saskatoon implemented its break and enter strategy in this fiscal year; Prince Albert and Meadow Lake are in the planning stage.
- Reduced auto thefts in Regina in 2004 by 31 per cent from 2001 levels through the Regina Auto Theft Strategy, an integrated targeted initiative.
- Implemented *The Safer Communities and Neighbourhoods Act* that targets the use of property for unlawful purposes, including manufacturing and selling drugs and prostitution. It widens the opportunity for police intervention where there are public safety concerns. Since February 1, 2005, 104 complaints have been investigated.
- Implemented the Amber Alert Program that informs the public when a child or vulnerable adult has been abducted and is believed to be in imminent danger and also implemented the National Sex Offender Registry that tracks the location of known sex offenders.
- Provided Regina Police Service and the RCMP with funding to conduct a vigorous enforcement program to suppress the activities of Aboriginal gangs.
- Reduced the average length of time to wait for the next trial date in criminal proceedings in Saskatoon from 118 days in 2003-04 to 75 days in 2004-05.
- Reviewed the police complaint process, hosted consultations and developed a plan to address the issues identified.
- Provided training to 852 individuals serving on advisory boards, many of them volunteers who serve on justice-related boards such as community police, victims services and community justice.

Goal 2: Aboriginal Justice
The justice system responds to the needs, values and aspirations of Aboriginal peoples.

- Coordinated the government response to the final report of the Commission on First Nations and Métis Peoples and Justice Reform; worked with FSIN, representatives from Métis Family and Community Justice Services and the federal government.
- Announced the formation of the Traditional Elders Ministerial Advisory Committee in June 2004. This Committee helps the Department understand justice issues from the perspective of traditional cultures and practices.
- Sponsored a northern justice symposium with New North in May 2004 to hear and discuss justice issues and ideas for change in the North; a second symposium was held in the northwest in June.
- Increased the number of Aboriginal Justice employees from 66 in 2003-04 to 69 in 2004-05.
- Supported the RCMP in adding five new positions to enhance its Aboriginal policing initiative.

Goal 3: Civil and Family Justice
Conflicts are resolved in constructive and timely ways, and the justice system responds to the needs of vulnerable people and those involved in family disputes.

- Continued to maintain one of the highest maintenance enforcement collection rates in Canada (81 per cent).
- Provided parent education workshops through Family Justice Services Branch to over 2,800 people involved in separation and divorce proceedings.
- Assisted Saskatoon and the Battlefords communities in developing and maintaining specialized courts to deal with crimes involving domestic violence.
- Implemented the section of *The Public Trustee Amendment Act, 2001* dealing with investigation of suspected financial abuse of people in vulnerable circumstances.

Goal 4: Marketplace Relations
A fair, efficient and effective marketplace.

- Increased business registrations and filings completed by the general public on-line to 33 per cent by March 31, 2005, increased from 26 per cent in 2003-04.
- Implemented *The Credit Reporting Agencies Act* that provides consumers with safeguards concerning the accuracy and privacy of information contained in credit reports.

Goal 5: Legal Services
Programs and policies of Government are supported by appropriate legal services.

- Delivered legal and policy advice to departments and agencies of government.
- Provided advice and dispute resolution services through the Dispute Resolution Office to several government departments to assist in the resolution of a number of complex, multi-party disputes.

Summary of Financial Results

The Department's 2004-2005 expenditure budget (appropriation) was $199.823 million, including $250,000 for capital asset acquisitions. In the fall of 2004, the Legislature approved an additional $1.085 million as Supplementary Estimates. In the spring of 2005, an additional $1.4 million was authorized by Special Warrant. Additional statutory funding of $6,000 was provided for Land Titles Assurance Claims as authorized by law.

Supplementary Estimates funding of $1.085 million was provided for:

- settlement of civil actions for the Klassen/ Kvello plaintiffs;
- completion of the public inquiry into the death of Neil Stonechild; and
- other program requirements in Civil Law and Public Prosecutions.

Special Warrant funding of $1.4 million was provided for:

- additional costs related to the Milgaard Inquiry;
- costs related to outside legal counsel; and
- settlement of civil actions.

The total funding appropriated and available to the Department was $202.314 million.

The Expense Budget excludes the $250,000 appropriation for the Department to acquire capital assets and includes the amortization of the Department's capital assets. For 2004-2005, the budgeted capital asset amortization expense was $334,000. The budgeted level of expense for the Department was $202.398 million.

The 2004-2005 actual expenses were $202.314 million; a variance of $84,000 less than the approved expense budget. Expense results by subvote and program area are summarized in subsequent pages of the annual report. Detailed payee information will be published in Volume 2 of the 2004-2005 Public Accounts.

The following table summarizes the actual expenditures:

2004-05 Actual Expenditures	$000s
Personal Services (salaries, wages, honorariums and other compensation paid to individuals)	$54,982
Travel	1,978
Third Party Funding (transfers) see details below	111,733
Supplier Payments:	
Contract Services	31,524
Communications	322
Capital Asset Amortization	436
Other Expenditures	3,007
Internal Recoveries	(1,668)
Total	**$202,314**

Third Party Funding (Transfers):	$000s
Royal Canadian Mounted Police	$90,775
Legal Aid Commission	14,295
Various Police Services	4,270
Community Justice Initiatives	1,899
Other third party funding	494
Total	**$111,733**

The revenue budget in 2004-2005 was $57.531 million. Actual revenues were $57.983 million, a variance of $452,000 greater than budget. Revenue results are summarized in subsequent pages of the annual report.

The Department is responsible for managing and operating the following revolving or special purpose funds:

- Queen's Printer Revolving Fund
- Victims Fund

Information regarding the 2004-05 business activities of these funds can be found in Appendix C of this annual report. The financial statements for these funds can be found at the Department web site: www.saskjustice.gov.sk.ca.

2004-05 Performance Results

This section of the report provides details about the long-term goals and objectives Saskatchewan Justice was working towards in 2004-05. It describes what the Department did to achieve its objectives (key actions) and how we know whether we were successful in making progress towards objectives (performance measures).

The key actions originally presented in our 2004-05 plan are listed below, followed by a report on actual progress for each. Actual results information is included for all key actions and performance measures that were published in our *2004-05 Performance Plan*, as well as for all commitments related to the Department of Justice in the government-wide *2004-05 Performance Plan Summary*.

Each year, the Department uses the annual performance information to review its progress towards its goals and objectives in order to develop its strategic priorities and budget requests for the next fiscal year. Sometimes the review results in changes to performance measures; sometimes changes are made to objectives. Divisions and Branches use the annual performance information to develop their work plans.

Further information about the Department's performance measures is available with the 2004-05 Justice Strategic Plan available on the Saskatchewan Justice web site: www.saskjustice.gov.sk.ca.

Goal 1: Safe Communities
Individuals are safe and secure from crime, the rights of people are protected and crime is reduced

Objective 1 – Hold offenders accountable through effective enforcement and responses to offending

Saskatchewan citizens want their families, their homes, and their communities to be safe. The Department has a balanced, multi-year criminal justice strategy for building safer communities and overall public confidence in the criminal justice system through targeted interventions and improved efficiency. This includes initiatives in the areas of prosecutions, law enforcement, victims' services, court services, criminal law reform, and crime prevention. This approach recognizes the need for a continuum of justice services with an increased emphasis on community-based services, including responsibility for local delivery, crime prevention, holistic treatment of offenders and victims in family violence situations, and involvement of victims in the criminal justice process.

Holding offenders accountable for their actions is a critical component of community safety. Justice, together with the Department of Corrections and Public Safety (CPS), continues to work towards ensuring offender accountability in three ways: custodial sentences and community supervision orders; financial commitments; and community justice programs. The Department supports effective police responses to crime and works to improve performance in fine collection and community justice programs.

In 2004-05, significant progress was made in advancing this objective. Significant progress was made in the development and implementation of community-based, integrated, targeted crime reduction strategies. Legislation and programs were introduced to increase public safety. While the Department continued to work towards increased offender accountability, external factors such as balancing the costs of external fine collection costs and the amount recovered impeded progress somewhat.

Key Results

- To support the continued implementation of the Youth Services Model and the *Youth Criminal Justice Act*, the interdepartmental committee, co-chaired by the Departments of Justice and Corrections and Public Safety, will evaluate the impact of implementation and interventions, while promoting a balanced approach to holding youth accountable provincially and nationally. [2004-05 planned result]

  Monitoring and evaluation work continued. In October 2004 Justice and CPS presented a report to Finance on 2003-04 YCJA activity.

- To deal with serious offending youth and young adults, the Department will continue to work in partnership to develop and evaluate targeted responses. [2004-05 planned result]

Justice and Corrections and Public Safety are working to support strong and vibrant communities, a priority of Government. The Departments, in partnership with other levels of government, First Nations and Métis peoples, and community organizations, are assisting in developing community-based, integrated, targeted initiatives to reduce crime and keep communities safe.

Currently there are five initiatives across the province, each at various stages in the development and implementation process:

- *Regina Auto Theft Strategy was implemented in February 2002, initially dealing with youth and expanding to young adults in 2003-04. Regina Police Services and Government work with the community to deliver the following components: education, early intervention, coordinated supervision, rehabilitative programming for youth in secure custody and integrated, intensive case management. During the first full year of the strategy, auto thefts and attempted auto thefts were reduced by 29 per cent. By December 31, 2004, the overall reduction from 2001 was 31 per cent.*

- *Battlefords Crime Reduction Strategy – Promoting Youth Success was implemented in summer 2003. This initiative has three key components: supervision of repeat offenders; early intervention for low-risk offenders; and a wrap-around (a form of integrated case management) program for children under the age of 12 who are involved in criminal behaviour. Anecdotal evidence exists validating the success of the Strategy.*

- *Saskatoon Crime Reduction Strategy, a comprehensive, integrated Strategy focusing on youth and adult offenders involved in break and enter offences, was formally announced in Saskatoon on June 4, 2004. Components of the proposed Strategy include: screening and tracking all youth and adults involved in break and enters; youth early intervention program delivered through Saskatoon Tribal Council; and a program to target 40 chronic repeat offenders through Young Offender Programs and Adult Corrections in partnership with Saskatoon City Police and Crown prosecutors.*

- *In Prince Albert in 2004-05, an intersectoral working group facilitated a literature review and conducted an analysis of local crime data. This information is being used to develop a proposal that presents new and innovative ways to meet the needs of at risk youth and reduce reliance on the justice system.*

- *Meadow Lake RCMP, Crown prosecutors and the Department of Corrections and Public Safety initiated a Serious Habitual Offender Comprehensive Action Program for the Meadow Lake area. A community steering committee developed a proposal for an integrated, targeted initiative to be implemented in 2005-06.*

Justice and CPS formed a Central Steering Committee to oversee the targeted initiatives. It meets regularly to discuss policy and procedural issues in the local initiatives. As well, members of that committee attend local meetings to offer support and advice on numerous issues. A sub-committee is working on a common reporting template and evaluation plan.

- To increase public safety and create a hostile environment for organized crime and gang activities, the Department will work nationally and regionally to strategically combat organized crime, including implementing measures to prevent marijuana grow operations and recruitment into youth gangs and developing legislation to support interjurisdictional police operations. [2004-05 planned result]

  The Safer Communities and Neighbourhoods Act was passed in spring 2004. This Act targets the use of property for unlawful purposes, including the manufacture or sale of drugs, illicit consumption of alcohol, prostitution and other 'specified use' as defined in the Act. The component of the Act dealing with buildings where fortifications causing public safety concerns can be removed came into force on October 15, 2004; the remainder on November 15, 2004. Since February 1, 2005, 104 reported complaints have been investigated by the Safer Communities and Neighbourhoods

Unit. Various actions have resulted, including warning letters, evictions and building closures.

The Department provided funding to the RCMP and Regina Police Service for a project to demonstrate that police enforcement activities targeting the unlawful street activity of gangs could be instrumental in disrupting Aboriginal gang activity. An evaluation of the project is underway.

The Department has also continued its participation on federal/provincial/territorial committees. As well, consultations were held respecting proposed legislation to support interjurisdictional police operations.

- To enhance police capacity to detect repeat sex offenders, the Department will work with the police community and other jurisdictions to implement the bill establishing the National Sex Offender Registry. [2004-05 planned result]

  The federal Sex Offender Information Registration Act was implemented December 15, 2004.

- To enhance the effectiveness of the criminal justice system, the Department will take steps to implement changes to federal criminal law in partnership with stakeholders in the criminal justice system in areas such as cannabis reform, sentencing and criminal process reform. [2004-05 planned result]

  Justice worked with federal and provincial justice system professionals to implement federal criminal law changes such as Bill C-13 (Capital Markets Fraud amendments) and Bills C-14 and C-15A that made various criminal amendments and brought changes to the use and operation of preliminary inquiries.

- To support efficiency and effectiveness of the criminal justice response, the Department will continue to participate in integrated and interdepartmental/intergovernmental strategies on Fetal Alcohol Spectrum Disorder (FASD), family violence, and School^{PLUS}. [2004-05 planned result]

  Justice is part of the development and implementation of these initiatives and continues to participate at the interdepartmental and regional levels.

- To respond to the findings of an analysis on administration of justice offences/processes and ensure efficient use of criminal justice resources, the Department will review and develop a response to recommendations on the management of administration of justice offences. [2004-05 planned result]

  The Department funded research into administration of justice (e.g., bail violations, failure to appear) offences and their processing. The research reports are being used by Department representatives to facilitate discussion and inform future decision making.

- To improve the efficiency of court processes, the Department will implement the use of video conferencing, with particular emphasis on Saskatoon. [2004-05 planned result]

  The Departments of Justice and Corrections and Public Safety are working together to establish a video link between the Saskatoon Correctional Centre and the Saskatoon Provincial Court. Construction of the video court began in spring 2005; implementation is planned for October 2005.

- To improve the efficiency of court processes, the Department will continue to work in partnership on case management and early case resolution. [2004-05 planned result]

  The 2003-04 pilot project to streamline processes in Regina Provincial Court continued in 2004-05.

  In April 2004, a pilot project was initiated in Saskatoon. It decreased the time to trial by approximately 60 days in most of the courtrooms. The project requires cooperation of all components of the criminal justice system – police, prosecutions, legal aid, court administration and the judiciary and has resulted in:

  1) fewer adjournments (e.g., a para-legal present from Legal Aid speaks with unrepresented accused in docket court to set an appointment with Legal Aid or advise the court of their ineligibility for Legal Aid);

2) increased efficiency in scheduling court time (e.g., maintaining detailed records including defence counsel, estimated trial time, involvement of expert or child witnesses); and

3) increased efficiency in justice response (e.g., reduced waiting time for accused to be advised if they qualify for Legal Aid because Crown and Legal Aid discuss cases as soon as application to Legal Aid is made).

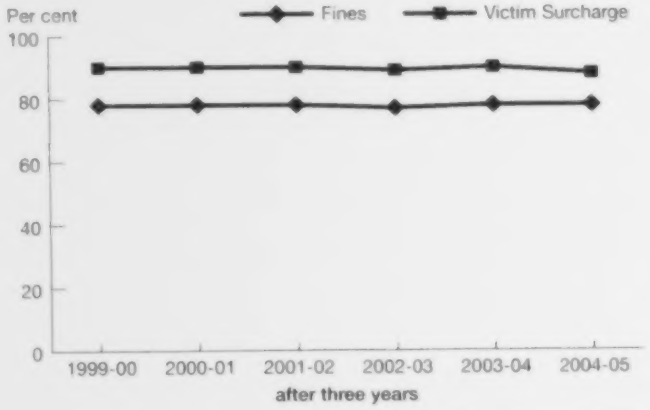
Measurement Results

Figure 1
Offender accountability

Per cent of dollar amount of fines ordered paid within three years of disposition

Per cent of dollar amount of provincial victim surcharges collected within three years of disposition

Dollar amount collected of fines and late payment fees, and victim surcharge assessed 1997-98 to 2004-05



Source: Saskatchewan Justice, Courts Services

In 2004-05, 77.3 per cent of fines ordered were paid within three years of disposition. This is similar to 2003-04. Victim surcharges paid decreased from 89.8 per cent in 2003-04 to 88.1 per cent in 2004-05. As shown in the graph, the results for both measures have been fairly stable over the years.

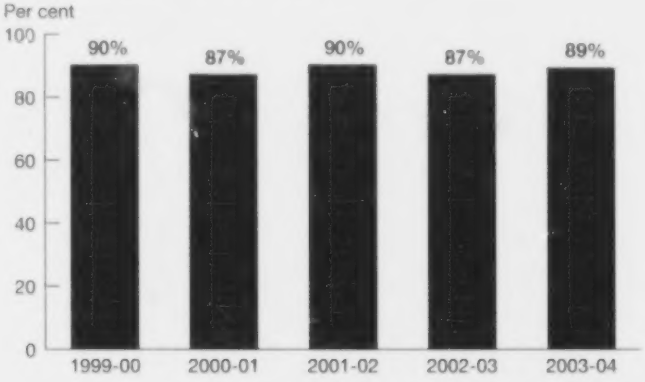
Justice continues to work on cost-effective methods of collecting outstanding fines. However, without additional resources allocated to the area of fine collection or policy changes such as further restricting license and vehicle registrations for individuals with outstanding fines, it is unlikely that there will be significant improvement in the collection rate.

This performance measure represents one way that offenders may be held accountable for their actions. Offenders can be ordered to pay fines as part of their sentence and judges can order the offender pay a surcharge to the Victims Fund. These two performance measures are linked. When a fine is paid, dollars are allocated to the provincial victim surcharge first, then the remainder is applied to the fine itself.

Figure 2
Offender accountability

Per cent of offenders successfully completing agreements in alternative measures programs [2004-05 preliminary data will be available mid June 2005]

Adult offenders successfully completing agreements in alternative measures programs



Source: Saskatchewan Justice, Policy, Planning and Evaluation

In 2003-04, 89 per cent of the offenders reaching agreements in alternative measures programs successfully completed their agreements. As shown on the graph, trend data for this measure has remained constant over the years.

When offenders take responsibility for a crime, some are held accountable through community justice programs delivered by community-based organizations. Prior to or following the laying of a charge, police and prosecutors may refer offenders to a program that offers alternative measures such as mediation and community conferencing. These interventions result in agreements that offenders must complete in order to be successful in the intervention.

This performance measure represents another way that offenders are held accountable for their actions. The Department has some influence on the results through its funding agreements with service delivery agents, but community-based organizations are responsible for delivering the programs. Variables out of the control of the Department such as the training and skills of the mediator/facilitator, change in offender attitude and behaviour, family support and community understanding of alternative measures affect the extent to which agreements are completed.

Figure 3
Impact of targeted initiatives on crime rate

Per cent change in auto theft crime in Regina

Monthly auto thefts in Regina before and during the Regina Auto Theft Strategy, July 2001 to March 2005

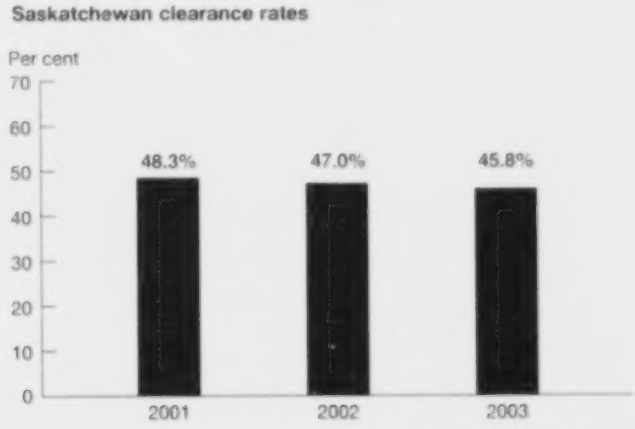
Source: Saskatchewan Corrections and Public Safety, Strategic Planning

In 2002, a targeted, integrated response by Justice, Corrections and Public Safety and Regina Police Service was implemented to more effectively hold offenders accountable for their actions when they steal vehicles in Regina. During the first full year of the strategy auto thefts and attempted auto thefts were reduced by 29 per cent. By December 31, 2004, the overall reduction from 2001 was 31 per cent.

Figure 3 shows the fluctuations in the number of vehicle thefts and attempted vehicle thefts per month prior to and following the implementation of the Strategy. As shown, the number has stabilized at a much lower level than four years ago. Factors that affect these results include the reallocation of police resources to other areas and weather conditions.

Figure 4
Effectiveness in solving crimes

Per cent of police-reported incidents cleared by charge or cleared otherwise



Source: Canadian Centre for Justice Statistics

The most recent data available for clearance rates is from 2003. The Canadian Centre for Justice Statistics will provide 2004 data in July 2005.

Saskatchewan has the highest clearance rate in Canada. Our clearance rate has been fairly stable over the years. In 2003, it was 45.8 per cent, as compared to 47 per cent in 2002. However, the 2003 rate will increase as more cases are solved and suspects are identified over time.

The clearance rate has two components: the proportion of incidents that are cleared by charge; or cleared otherwise. It is generally accepted as an important measure of effective policing. Clearance rates indicate the proportion of incidents that have been solved. "Clearance by charge" means a suspect has been identified and a charge laid. "Clearance otherwise" means a suspect has been identified and no charge laid for a variety of reasons (e.g., diplomatic immunity; complainant refuses to continue; use of alternative measures).

The Department has some influence over this measure because it provides funding for specific activities within police services. But, factors such as police service priorities and types of offences committed have more influence than the Department.

Relationship between alternative measures programs and reoffending.
Per cent of offenders who reoffend following completion of agreements in alternative measures programs.

Unable to report progress.
Data not available until July 2005.

Objective 2 – Protect the rights of persons in criminal processes

The Department is committed to ensuring that victims and accused persons are able to understand, participate in, and represent their interests in criminal proceedings. This is essential to realizing our vision of a fair, equitable and safe society supported by a justice system that is trusted and understood.

The Department is improving its procedures to protect the rights of offenders in criminal processes by implementing projects such as the expansion of duty counsel in adult criminal courts. The work of the Saskatchewan Legal Aid Commission and the Aboriginal Courtworker Program continue to assist offenders through the criminal justice system; programs such as the Victim/Witness Program assist victims involved in the system.

Key Results

- To ensure adequate access to criminal Legal Aid, the Department will support the Saskatchewan Legal Aid Commission in implementing its strategic plan. [2004-05 planned result]

  Justice provided support to negotiate the final agreement with Federal Justice to ensure access to the new federal Innovation Fund for Legal Aid initiatives. This fund assisted the Saskatchewan Legal Aid Commission to further the implementation of its strategic plan.

  With funding from Justice Canada's three-year Investment in the Renewal of Legal Aid Fund, access to criminal legal aid services was improved through various initiatives, including the expansion of duty counsel in adult criminal courts in Regina and Saskatoon, assignment of a dedicated lawyer for the Battlefords Domestic Violence Treatment Option Court and the launch of a new web site to provide legal aid information to the public: www.legalaid.sk.ca.

- To promote confidence in criminal justice system responses, the Department will reform the police complaints process and make revisions to the jury selection process. [2004-05 planned result]

  The Final Report of the Commission on First Nations and Métis Peoples and Justice Reform, released on June 21, 2004, raised the issue of departmental response to police complaints. These concerns are being considered in the reform process. Since the report was received later than anticipated, legislation was delayed until 2005-06; however, the Department conducted extensive consultations about the design of a new police complaints process.

  The Department of Justice completed a review of the jury selection process, including a survey of and consultations with Aboriginal peoples. A major finding identified through the review process was the need to increase the fees and associated travel expenses paid to jurors.

- To examine past practices in the administration of criminal justice in Saskatchewan, the Department will conduct an inquiry into the wrongful conviction of David Edgar Milgaard. [2004-05 planned result]

  In February 2004, the Honourable Mr. Justice Edward P. MacCallum of the Alberta Court of Queen's Bench was appointed to conduct an inquiry into the events that led to the wrongful conviction of David Milgaard. The purpose of this inquiry is to examine and report on any and all aspects of the conduct of the investigation into the death of Gail Miller and the criminal proceedings against David Milgaard. The Inquiry has scheduled public hearings through to early December 2005.

Measurement Results

Access to courts
Average length of time to next trial date in criminal proceedings:
- *at northern court points*
- *in Saskatoon*

In the North, 2004-05 year-end results show that the average length of time to the next trial date has increased from 108 days in 2003-04 to 114 days in 2004-05. This is not unexpected because of the significant decrease of 136 days over 1999-00 levels attributed to the implementation of the Northern Cree Circuit Court. As the Northern

Cree Circuit Court has one court party and three court locations, this measure could be greatly affected by external factors such as the length of trials and number of adjournment. It is expected to stabilize at this level unless other initiatives are undertaken.

In Saskatoon, the average length of time to the next trial date decreased to 75 days, 45 days less than in 2003-04. A pilot project requiring the cooperation of all sectors of the criminal justice system was undertaken in Saskatoon. The project reduced the number of adjournments, increased efficiency in scheduling court time and increased efficiency in justice response to issues such as qualification of offenders for Legal Aid. The result was a significant decrease in the average length of time to the next trial date.

Although the Department has some influence on this measure, factors such as increasing charge rates, complexity and type of court cases, length of cases, number of adjournments and availability of judges and other justice personnel for special sittings directly affect this measure. As well, in the North where the court party uses aircraft to reach many of the court points, weather is a factor.

Access to courts
Number of accused served by courtworkers in the Saskatchewan Aboriginal Courtworker Program

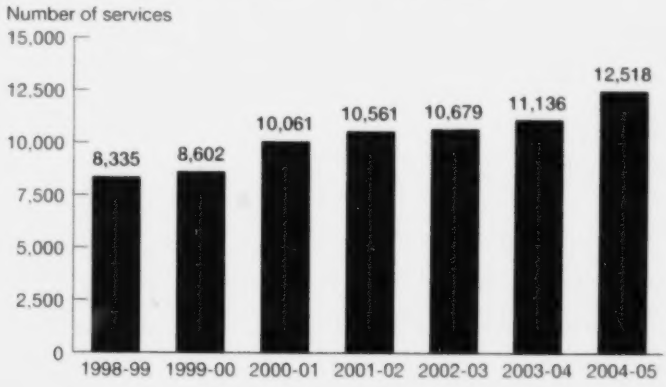
This was a new measure for 2004-05 so trend data is not available. In 2004-05, the Saskatchewan Aboriginal Courtworker Program served 12,193 clients, an increase of 100 over 2003-04.

The Saskatchewan Aboriginal Courtworker Program assists Aboriginal accused to better understand their rights, options and responsibilities when appearing in criminal justice courts. Courtworkers provide services such as explaining court process, assisting families of accused and directing clients to counseling and treatment programs.

Figure 5
Access to legal advice

Number of services provided to accused who have been detained or arrested by police and exercise their right to legal counsel after regular office hours

Number of services provided to accused who have been detained or arrested by police and exercise their right to legal counsel through Legal Aid, 1998-99 to 2003-04



Source: Saskatchewan Legal Aid Commission

The Saskatchewan Legal Aid Commission delivered 12,518 duty counsel advice services in 2004-05, 1,382 more than in 2003-04. The increase was due to the expansion of duty counsel services in Regina and Saskatoon. As shown on Figure 5 the number of services delivered has increased consistently over the years.

The Saskatchewan Legal Aid Commission has made arrangements with non-Legal Aid counsel to handle calls after regular office hours from accused who are detained or arrested (Duty Counsel Advice Service). When contacted by offenders, the non-Legal Aid counsel provides legal assistance.

Objective 3 – Respond to the needs of victims throughout the criminal justice process

The Department supports timely and appropriate response to the needs of victims of crime through:

- effectively managing the Victims Fund[3] to maximize funding for programs and services;
- providing basic crisis intervention services in the immediate aftermath of a crime, with a special emphasis on those more vulnerable to victimization (children, victims of violent crime, Aboriginal peoples, and persons with disabilities);
- providing financial compensation and support services to help victims through the criminal justice process;
- helping victims have a greater voice in the criminal justice process; and
- educating the public and justice professionals about the needs of victims and how to respond in a helpful and compassionate manner.

According to a recent evaluation of the Police-affiliated Victims Services Program, the Department has come a long way in achieving this objective. Clients had little to suggest to improve the supports and services they received.

Key Results

- To improve its services and supports for victims of crime, the Department will implement its response to the evaluation of victim services funded through the Victims Fund, including the findings of the roundtables with victims who are Aboriginal, who are older and who have disabilities. [2004-05 planned result]

  The Department is currently finalizing the evaluation report. The report will be reviewed internally prior to its discussion at the Provincial Victims Services Advisory Committee. This Committee will provide guidance on the future direction of victim services in Saskatchewan.

- To continue to address the risk of sexual exploitation of children and youth, the provincial Strategy on Sexual Exploitation of Children and Youth will continue to be implemented and evaluated, including new measures to deal with child pornography and luring on the Internet. [2004-05 planned result]

  Training on sexual exploitation was incorporated into regular service-provider and police training.

  Police continue to seize vehicles used in the commission of prostitution-related offences. Ninety-three vehicles were seized in 2004-05.

  The establishment of Regional Intervention Committees in Regina, Saskatoon and Prince Albert strengthened networking and service integration among service providers. In December 2004, the Interdepartmental Working Group on the Strategy hosted a workshop with Intervention Committee members. A concern raised by participants was the lack of access to age appropriate and culturally appropriate mental health and substance abuse treatment services. The report from a study commissioned by Justice in 2003, Sexually Exploited Youth in Saskatchewan: A research report, was shared with workshop participants.

  As well, the Department contracted the Social Policy Research Unit, University of Regina, to conduct an implementation evaluation of the Vehicle Impoundment and Prostitution Offender Intervention Program components of the Strategy.

  Federal/provincial/territorial work continued on Criminal Code amendments with respect to child pornography and sexual predators. Bill C-2 was tabled in Parliament in October 2004. This legislation builds on recent criminal law reforms to increase protections against sexual exploitation, including actions using child pornography and the Internet. Proposed amendments broaden definitions of child pornography, increase maximum penalties, create a new category of sexual exploitation offences to better protect young people between 14 and 18 years of age, create a new offence of voyeurism, and ease the provision of testimony by child witnesses/victims.

[3] *The Victims of Crime Act* provides for the collection of a surcharge on provincial offences and creates a dedicated fund to support programs and services for victims. Revenue from the provincial and federal surcharge collection is referred to as the "Victims Fund" and is the sole source of income for the Victims Services Program, including compensation for victims of crime.

- To address family and intimate relationship violence, the Department will implement an evaluation of the Aboriginal Family Violence Initiative and develop an action plan based on the findings of research on the justice response to police-reported crime involving situations of family violence. [2004-05 planned result]

  The Department contracted RESOLVE SK to develop and implement an evaluation plan for the Justice Aboriginal Family Violence initiative. The plan was completed in July 2004 and implementation began in January 2005. It is anticipated the report will be available fall 2005.

- To protect children, the Department will participate in interdepartmental action to improve the capacity of services to recognize and respond to child abuse through partnering in initiatives such as the SchoolPLUS and the Interdepartmental Child Abuse Committee. [2004-05 planned result]

  The Department continues to actively participate in the work of several interdepartmental committees related to the SchoolPLUS initiative, including the Interdepartmental Working Committee, the Interdepartmental Management Committee and the Interdepartmental Indicators Committee. As well, the Department takes an active role as co-chair of the Interdepartmental Committee on Interpersonal Violence and Abuse and Interdepartmental Child Abuse Committee.

  The implementation of AMBER Alert on July 15, 2004, demonstrates cooperation between the Department and other agencies to protect children and adults in vulnerable circumstances. AMBER Alert is a voluntary partnership between law enforcement agencies, Child Find Saskatchewan and Saskatchewan broadcasters. The program facilitates issuing an emergency alert to the public when a child or vulnerable adult has been abducted and is believed to be in imminent danger. The partners are currently developing policies and procedures to implement the program.

- To respond to concerns about victimization and lack of services expressed by northern communities, the Department will implement the northern victims' strategy as a component of the northern justice workplan and assist communities in developing services. [2004-05 planned result]

  The Department continues to work with communities and other stakeholders including the Federal Government, New North, and Status of Women Canada to address community-specific issues in the North, and to develop educational programs and strategic action plans for next steps.

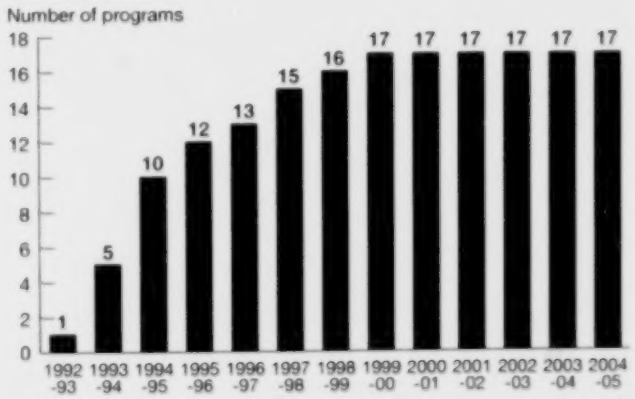
Measurement Results

Figure 6
Access to victim services programs

Number of police-affiliated victim services programs

Per cent of population with access to police-affiliated victim services programs

Expansion of police-affiliated victim services programs 1992-2005



Source: Saskatchewan Justice, Victims Services program records, 1992-2005

In 2004-05, 17 police-affiliated victims services programs were available to 80 per cent of the Saskatchewan population. The number of programs and per cent of population with access to the programs have remained constant for six years due to financial constraints. These programs serve victims of crime directly and should be available to all Saskatchewan people. Communities, especially those with high Aboriginal populations, often request that victim services programs be established in their area.

Funding for these programs comes from the Victims Fund. Projections show that the fund will be depleted in the next few years without additional revenue. Expanding the number of police-affiliated victim services programs depends on increasing the financial resources available in the Victims Fund.

Effectiveness of victim services programs
Per cent of respondents who were very or somewhat satisfied with police-affiliated victim services

In 2004-05, a pilot survey to collect standardized provincial data on client satisfaction produced a satisfaction rate of 100 per cent. Because this was a small pilot, this number should be used with caution. Intentions are to expand data collection across the province in 2005-06.

An extensive provincial client telephone survey concluded in 2003-04 showed client satisfaction of those responding to the survey at 85 per cent. These results indicate that police-affiliated victim services and Aboriginal Resource Officer Programs appear to be providing the services and supports that meet the needs of clients.

Objective 4 – Engage communities in crime prevention and responding to offending

The Department supports community-based justice and restorative justice strategies[4]. These programs support a response to crime and conflict developed by the community according to locally identified community needs. The Department is addressing community safety and crime prevention by focusing on the social factors that influence crime and by working with other government departments and community-based organizations to develop community-based approaches to crime prevention.

In 2004-05, there has been significant progress has been in advancing this objective. As a leader in the field of restorative justice, the Department had contracts with 120 communities to address issues of crime and victimization. Overall, the Department's community-based approach in areas of crime prevention, victimization and offending has proven very successful. The majority of projects meets the criteria for continued funding and constantly demonstrates growth in community capacity to respond to crime prevention issues.

Key Results

- To promote community capacity, the Department will provide training for volunteer community boards serving in program areas, such as victims services, community justice and police management. [2004-05 planned result]

  In total, 852 individuals received Department-sponsored training, including the 54 from boards overseeing programs within the Aboriginal Family Violence Strategy, 55 members of Community Police Boards/Police Management Boards and 743 community justice program staff and volunteers. Sessions were held across the province with specific emphasis on meeting the needs of the North. As well, the training manuals for Community Police Boards were revised.

- To improve police response to northern community needs, the Department will support a review of the northern policing framework agreement. [2004-05 planned result]

  A consultation plan was developed. The Department, working with its partners,

[4] Restorative Justice involves traditional methods of resolving conflict that are used by many cultures, including Canadian Aboriginal peoples. A restorative approach involves victims, offenders, families and community members in responding to crime and conflict.

the RCMP and SANC Inc. (New North), designed a review process and instruments for consulting with northern municipalities and police detachments. The review will be finalized in April 2005.

- To support community organizations in crime prevention activities and to promote integration of crime prevention initiatives, the Department will continue to participate in decision-making processes with the National Crime Prevention Centre and its programs. [2004-05 planned result]

  In 2004-05, through the Community Mobilization Program of the National Crime Prevention Strategy, communities across Saskatchewan received over $934,000 for community-based projects. The projects covered a wide range of issues, including substance abuse, family and community support and youth empowerment.

  As well, the Strategic Initiative Fund provided over $287,000 to communities with projects that did not meet the criteria of the Community Mobilization Program and the Investment Fund provided $298,000 to support two projects through a three-year funding commitment.

- To promote community engagement, the Department will support the expansion and work of community justice committees. [2004-05 planned result]

  Two communities, Rosetown and the Vanscoy/Pike Lake area, are in the process of formalizing their community justice committees. Meadow Lake is developing terms of reference for its committee.

  Several communities are having preliminary discussions about the development of community justice committees, including Sandy Bay, Beauval, Fort Qu'Appelle, Outlook and Swift Current.

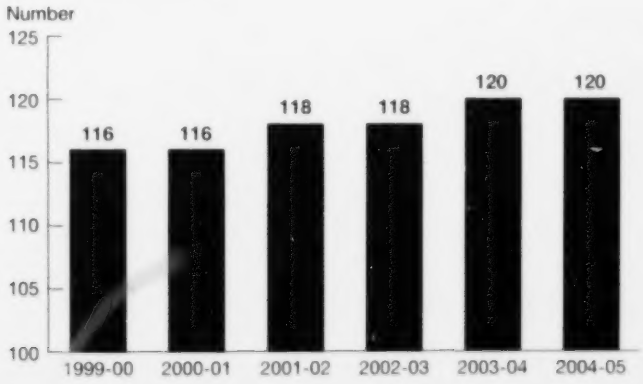
  Existing committees across the province are accepting a greater number of referrals for alternative measures from Crown Prosecutors.

Measurement Results

Figure 7
Community engagement

Number of communities engaged in crime prevention activities with Saskatchewan Justice

Communities engaged in crime prevention activities with Saskatchewan Justice



In 2004-05, the number of communities engaged in crime prevention activities with the Department was maintained at 120, the same as 2003-04 and an increase of two over 2002-03. These programs include community justice, victim services, crime prevention and family violence prevention programs.

Implementation of the community-based model that the Department uses to promote community justice takes time. Community readiness is a critical factor because the community has a vital role in developing these programs to support a response to criminal behaviour and victimization that meets locally determined needs. The Department continues to have success with this model.

Goal 2: Aboriginal Justice
The justice system responds to the needs, values and aspirations of Aboriginal peoples

Objective 1 – Increase the participation of Aboriginal people in the administration of justice

The Department recognizes the need to reform the justice system to better meet the needs of Aboriginal peoples. This includes involving Aboriginal peoples and communities in the administration of justice to ensure programs are culturally relevant and responsive and to build ownership of justice responses to crime and conflict.

With Aboriginal communities and leaders, we seek a justice system that accounts for cultural distinctiveness and actively involves Aboriginal peoples and communities in positive ways. The Department encourages the participation of Aboriginal peoples in the administration of justice through its community-based services delivery approach that suggests Aboriginal peoples are best able to provide services to Aboriginal peoples. In 2004-05, the Department worked in a variety of ways to increase the confidence of Aboriginal peoples in the justice system, including facilitating the response to the report from the Commission on First Nations and Métis Peoples and Justice Reform continuing support for the Northern Cree Circuit Court.

Over 90 per cent of Saskatchewan's First Nations have contracts with the Department. They, together with Métis organizations and other community-based agencies, deliver programs focusing on crime prevention, community development and public education, support services for victims and offenders and alternative measures. As well, an increase in the percentage of self-declaring Aboriginal employees demonstrates that the Department is slowly moving towards the achievement of this objective.

Key Results

- To increase Aboriginal involvement and ownership over justice responses, the Department will involve more Aboriginal people in program design and delivery. [2004-05 planned result]

  Community justice programs employ Aboriginal people to design and deliver services for Aboriginal people. These programs continue to flourish with the number of staff remaining stable.

- To increase Aboriginal involvement in developing justice responses, the Department will implement policy forums for discussion with the Federation of Saskatchewan Indian Nations (FSIN) and the Métis Nation – Saskatchewan (MNS). [2004-05 planned result]

  The Department continued to implement policy forums for discussion with FSIN and appropriate representation from the Métis community to discuss overall policy considerations, and specifically around developing a new model for police complaints.

  The Department sponsored a northern symposium with New North in May 2004 to listen to the justice issues and ideas for change in the North. A successful northwest justice symposium was held in Buffalo Narrows in June to seek advice about the issues and ideas for change in that area.

- To increase Aboriginal participation in the administration of justice, the Department will continue to support employment diversity policies. [2004-05 planned result]

  The Department Workplace Diversity Committee developed a Workplace Diversity Strategy focusing on recruitment, retention and awareness. The strategy was used to develop a work profile that Division Heads will be asked to complete. The profile includes a variety of questions relating to recruitment, retention and awareness surrounding designated groups. As well, it includes additional questions regarding challenges and barriers around recruitment and retention.

  Diversity competencies continue to be utilized in the hiring process; exit interviews continue to be completed with equity group members. A self-declaration survey process was developed for implementation in 2005-06.

  Justice attended five career fairs, reaching approximately 4,000 students and community members. A high proportion of the career fairs were targeted towards equity group students.

The Department initiated discussions with the Aboriginal Law Students' Association at the University of Saskatchewan to enhance the recruitment of Aboriginal lawyers.

- To improve Departmental understanding of Aboriginal culture, the Department will support programs to increase cultural awareness for Department and Justice system employees. [2004-05 planned result]

  The Department supported the participation of employees in Aboriginal cultural initiatives, including the Aboriginal Government Employees Network Conference and Speaker's Bureau. In 2004-05, nine employees participated in the Speaker's Bureau.

  One division within the Department held two 2-day Aboriginal Issues Workshop sessions with employees. Participant evaluations of this training were very positive.

Measurement Results

Employment diversity
Per cent of Justice employees who self-identify as Aboriginal

Source: Saskatchewan Justice, Human Resources Branch

In 2004-05, 7.7 per cent of Justice employees self-declared as Aboriginal during the staffing process or upon recruitment. This translates to 69 employees. This is a slight increase of 0.23 per cent over 2003-04 and is 3.2 per cent higher than in 2002-03.

Trend data is not available for this performance measure because the data source for this performance measure changed from statistics collected by the Public Service Commission to statistics collected by Justice/CPS Human Resources Branch. The data is also being collected using a different definition. The Department believes the Human Resources data better represent the current employment situation in Justice.

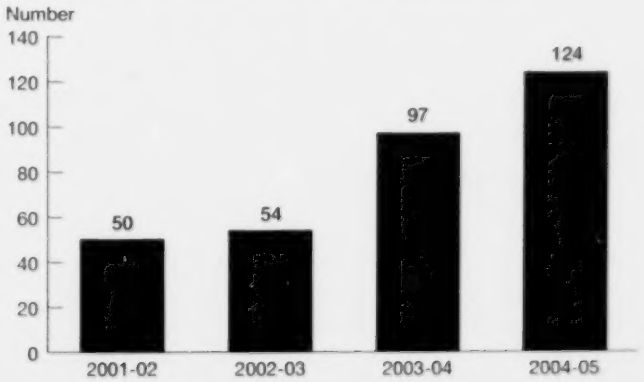
This performance measure was affected by an increase in the total number of Justice employees in 2004-05, which created a downward movement in the ratio of Aboriginal employees to the total Justice workforce.

Although Justice continues to attempt to recruit Aboriginal candidates for its positions, it can be difficult to find Aboriginal people with appropriate knowledge and skills to fill the positions. Some areas of Justice are more successful than others at recruiting Aboriginal candidates. For example, the Community Justice Division has the highest per cent of self-identifying Aboriginal employees and holds contracts with over 90 Aboriginal organizations to deliver services (e.g., crime prevention, alternative measures, courtworker, victim services and family violence prevention). The majority of these programs employ Aboriginal service providers.

Figure 8
Participation in community justice program delivery

Number of people working in Justice-funded community justice programs delivered by Aboriginal organizations

Number of people working in Justice-funded community justice programs delivered by Aboriginal organizations



Source: Saskatchewan Justice, Community Justice Division

In 2004-05, 124 people were employed by Justice-funded community justice programs delivered by Aboriginal organizations. This was an increase of 27 over 2003-04 and an increase of 74 since 2001-02.

Justice uses a community-based approach towards its programming in the Aboriginal community, including community justice programs, the Saskatchewan Aboriginal Courtworker Program, First Nations Policing, Aboriginal Resource Officers Program, Aboriginal Family Violence Program and Urban Aboriginal Crime Prevention Programs. The people working in these programs are not employees of the Department, but work in Justice-funded programs. The Department places great emphasis on the need for Aboriginal organizations to employ Aboriginal people to deliver services. Aboriginal peoples tell us that they have more confidence in programs delivered by Aboriginal service deliverers and organizations because those programs allow for cultural distinctiveness and provide positive role models.

Objective 2 – Partner with Aboriginal peoples to reform the justice system and to build capacity to deal with criminal justice issues and the causes of crime

The Department, together with Aboriginal communities and leaders, seeks a justice system that values cultural distinctiveness and actively involves Aboriginal peoples and communities in positive ways. The Department recognizes the need to reform the justice system to better meet the needs of Aboriginal peoples.

In partnership with First Nations bands and tribal councils and Métis organizations, the Department delivers community justice initiatives such as crime prevention, support services for victims and offenders, alternative measures, community development and public education. In 2004-05, almost all First Nations delivered some or all of these services to their communities.

Key Results

- To support implementation of the recommendations of the Commission on First Nations and Métis Peoples and Justice Reform, the Department will develop an implementation structure with the Federation of Saskatchewan Indian Nations (FSIN), Métis Nation – Saskatchewan (MNS) and federal partners. [2004-05 planned result]

  Justice, together with CPS, continued to host meetings with the federal government and FSIN and appropriate representation from the Métis community to discuss the intent of the recommendations and to design methods to establish priorities for implementation and monitor implementation progress.

- To promote safe communities and reduce offending, the Department will promote the exchange of information on the justice system and crime prevention at the community level and with individuals, particularly dealing with issues, such as youth gangs. [2004-05 planned result]

  The Department continues to work with police and Aboriginal leaders in the promotion of gang awareness in Saskatchewan. As well, it participates in the federal/provincial/territorial process at the national level. In the past year police, community and Aboriginal leaders attended a gang workshop held in Regina.

- To ensure that Aboriginal accused understand their rights, the Department will enhance courtworker services. [2004-05 planned result]

  The Department worked to better coordinate the courtworker role with other justice workers such as community justice workers and community agency workers. It initiated a duty courtworker pilot project in Prince Albert and continued to assist with the Northern Cree Circuit Court Initiative through the Saskatchewan Aboriginal Courtworker Program. A review of the courtworker training curriculum resulted in an improved training product.

- To improve relationships between the Aboriginal community and the courts, the Department will strengthen linkages between the community and the court system that will meet Aboriginal language and cultural needs

(e.g., Elders Advisory Panel to the Northern Cree Court, increased court locations on reserve). [2004-05 planned result]

The Department has indicated its desire to consult with its partners, the judiciary and Aboriginal communities to enhance the community's role in sentencing. As well, it worked to increase community involvement in the Northern Cree Court Circuit Initiative.

The Department met with community representatives from Pelican Lake and Buffalo River to establish a pilot project in each community where local Justices of the Peace will hear lesser offences. The pilot project in Pelican Lake will begin in April 2005; in Buffalo River in June 2005.

- To improve Aboriginal involvement in promoting safe communities, the Department will expand the scope of First Nations tripartite policing agreements. [2004-05 planned result]

  Five new positions were added to the RCMP to enhance its Aboriginal policing initiative.

  Community Tripartite Agreements (CTAs) are in the process of being negotiated with Sweetgrass, Muskeg Lake and Big Island Lake First Nations. As well, the Department has added one resource person to enhance the Community Tripartite Agreement at La Ronge and is examining and discussing the creation of a Meadow Lake Tribal Council police service.

- To promote Aboriginal confidence in the criminal justice system, the Department will reform the police complaints process and review the jury selection process. [2004-05 planned result]

  The process of addressing police complaints was raised in the Final Report of the Commission on First Nations and Métis Peoples and Justice Reform released June 21, 2004. Since the report was received later than anticipated, legislation was delayed until 2005-06; however, the Department conducted extensive consultations to assist in developing a more responsive, efficient process.

- To assess the impact of the Aboriginal Justice Strategy, the Department will continue to implement the Aboriginal Justice Evaluation Framework, including evaluation of the effectiveness of community justice programming. [2004-05 planned result]

  The Department completed data collection in the evaluation of the Prince Albert Alternative Measures Program. The report will be available summer 2005. The Department is also partnered with Justice Canada to assist in an evaluation with Mistawasis First Nation Community Justice Program.

Measurement Results

Partnerships with Aboriginal communities
Per cent of on-reserve First Nations people served by CTAs

Seventy-five per cent of on-reserve First Nations peoples are served by CTAs. There was no change from 2003-04 due to provincial financial constraints. Negotiating these Agreements takes time and the process was halted when provincial funding was not available. The per cent of on-reserve First Nations peoples served by CTAs will increase in 2005-06 following the conclusion of the CTA negotiations begun this fiscal year.

CTAs involve First Nations peoples in decisions about policing activity in their communities. Justice works with the federal government, First Nations governments and First Nations people to partner with and build capacity in First Nations communities. Success in this performance measure requires that Saskatchewan Justice, Public Safety and Emergency Preparedness Canada, FSIN and First Nations work together.

Objective 3 – Address the over-representation of Aboriginal peoples as offenders and victims through a balanced approach that respects the needs of victims, offenders and communities[5]

Aboriginal peoples experience dramatically higher levels of offending, victimization and incarceration than non-Aboriginal peoples. They represent 13.5 per cent of the provincial population and 9.5 per cent of the adult population 18 years of age and older, yet account for about 40 per cent of those accused of crime and a similar proportion of those victimized by crime. This over-representation is due to many factors, including lower educational achievement, unemployment, poverty and high rates of substance abuse, family violence and family and community dysfunction.

While the justice system and Aboriginal peoples are working together to improve the justice system response to the needs, values and aspirations of Aboriginal peoples, all sectors of society must work to achieve healthier communities and reduce crime and victimization in Aboriginal communities.

Key Results

- To support analysis of Aboriginal offending and victimization, the Department will work provincially and nationally to ensure that accurate and appropriate data collection processes are in place. [2004-05 planned result]

  Justice chairs a federal/provincial/territorial working group that prepared a paper on Aboriginal data collection for the June 2004 meeting of the Deputy Ministers Responsible for Justice. Deputies acknowledged the importance of the issue and directed the working group to develop a practical plan for approaching Aboriginal peoples and the police community for the next meeting of the Deputies.

- To demonstrate the system's ability to be sensitive to the needs of Aboriginal peoples, the Department will support and respond to recommendations of the Northern Cree Court Circuit Initiative program evaluation [final report due March 2004]. [2004-05 planned result]

  Several events have delayed the completion of the report. The final report is being finalized and will be available early in the next fiscal year.

- To ensure an effective approach to address the multi-faceted reasons for over-representation, the Department will play an active role in interdepartmental strategies designed to address marginalization issues, including integrated approaches to crime (e.g., the Regina Auto Theft Strategy, School[PLUS], the Strategy for Métis and Off-Reserve First Nations Peoples, the Interdepartmental Committee on Family Violence and the northern workplan). [2004-05 planned result]

  The Department continues to support initiatives that address the needs of Aboriginal peoples in the criminal justice system through funding and guidance in policy and procedural areas. Through its community development initiatives that encourage Aboriginal-delivered programs, Justice continues to build capacity in Aboriginal communities, as well as establish bridges between the justice system and community. Through its participation in the development of governmental strategies (e.g., Cognitive Disabilities) and in integrated, targeted community-based response to crime (e.g., Saskatoon Crime Reduction Strategy), it is working with other departments and community-based organizations to address over-representation of Aboriginal peoples in the justice system.

Measurement Results

The Department is working to identify a performance measure for this objective. As demonstrated by the first key result item listed above, the Department is working with others to ensure accurate data collection processes and structures are in place. This issue should be resolved in 2005-06.

[5] Many of the key actions listed in Goal 1, Safe Communities, as well as the ongoing activities of the Department (e.g., Aboriginal Courtworker Program and Aboriginal Resource Officer Program) also apply to this objective. Targeted approaches to deal with offending and victimization serve the Aboriginal population to a great extent because of their over-representation in these populations.

Goal 3: Civil and Family Justice
Conflicts are resolved in constructive and timely ways, and the justice system responds to the needs of vulnerable people and those involved in family disputes

Objective 1 – Improve access to effective dispute resolution processes

The Department supports a variety of dispute resolution mechanisms that resolve civil and family matters in constructive and appropriate ways. A key element of conflict resolution is the meaningful engagement of interested parties. This means making dispute resolution mechanisms available that are not alienating or confusing and ensuring that the values and interests of both parties are fully understood and fairly considered.

The Department has made significant progress in this area in 2004-05, specifically through changes made following its review of the Small Claims Court System and its response to the evaluation of its mandatory civil mediation services.

Key Results

- To improve access for litigants, the Department will complete the review of Small Claims Court begun in 2003-04 and develop a response. [2004-05 planned result]

  The review of the Small Claims Court System was completed. Recommendations presented to the Minister of Justice included increasing the monetary limit and making changes to the system to ensure accessibility to an efficient system. Consultations on the recommendations in the report are underway.

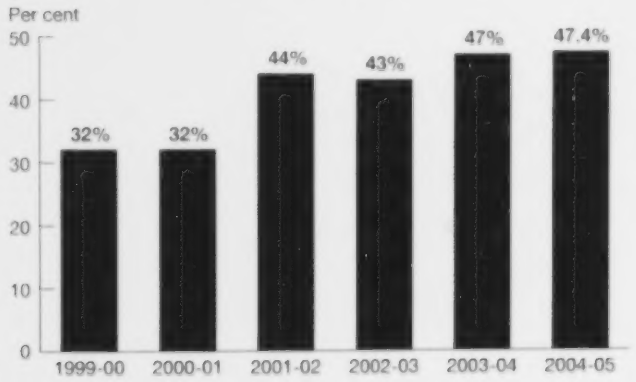
- To improve the mandatory civil mediation services, the Department will implement its response to the evaluation conducted in 2003-04.

  Legislative amendments came into effect July 1, 2004. They provided flexibility to enable the Director to postpone the mediation session until after the parties exchanged documents. In some cases where documents are critical to a party's case, this allows for a more productive mediation. Other amendments clarified the authority of the Director of the Dispute Resolution Office to grant exemptions and postponements, and allowed the court to award costs against a party that does not comply with the mediation requirement. The implementation of these amendments completed the response to the evaluation conducted in 2003-04.

Measurement Results

Figure 9
Effectiveness of civil dispute resolution processes

Per cent of civil cases resolved following mandatory civil mediation



Source: Saskatchewan Justice Dispute Resolution Office

At 47.4 per cent, the 2004-05 results for this measure are slightly higher than last year's results. This is an increase of 15 percentage points over the 32 per cent baseline established in 1999-00.

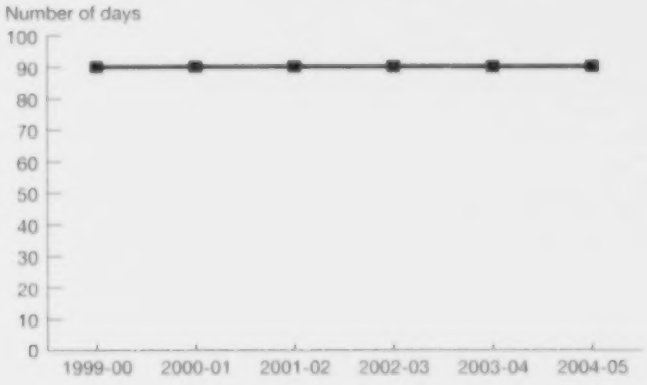
Resolving civil matters through mandatory civil mediation is a more expeditious way of dealing with civil cases. It reserves the court for more contentious matters. However, the measure depends on variables outside of the Department's control such as the length of time the dispute has existed, effectiveness of lawyers representing the parties, mediator skills and willingness of the parties to participate.

Maintaining the level of civil cases resolved following mandatory civil mediation may be attributed, in part, to continuing pro-active work on the part of the mediators. As well, data collection processes have been applied with increased rigour, resulting in the production of reliable, valid data.

Figure 10
Access to civil dispute resolution processes

Average length of time from pretrial to next available trial date for civil proceedings in Queen's Bench Court

Average length of time from pretrial to next available trial date for civil proceedings in Court of Queen's Bench



Source: Saskatchewan Justice Courts Services

The 90-day average time period between pretrial and the next available trial date for civil proceedings in Court of Queen's Bench continues to be maintained in 2004-05. This time period is considered appropriate by all stakeholders. On occasion, a court date may be available sooner than 90 days; however, the parties may use the 90-day time period to reflect on the issues and on occasion work towards a resolution of the problem prior to trial.

Timeliness of the court process is critical in improving access to courts for the public and improving the effectiveness of the court in serving the public.

Objective 2 – Support the resilience of children and families involved in family disputes

The Department has a keen interest in assisting children and families dealing with the difficulties of family breakdown and separation. It provides family justice services that include assistance in the enforcement of maintenance payments, provision of legal aid to low-income persons in family law matters, parent education programs for separating or divorcing parents, programs for victims of family violence, custody and access assessments and supervised access and exchange. These supports help people involved in family disputes deal with difficulties in the healthiest way possible.

The Department continues to progress towards the achievement of this objective. It continues to have one of the highest collection rates for enforcement orders and agreements registered with its Maintenance Enforcement Office. It continues to work with the federal government to improve family justice services.

Key Results

- To support the resilience of children and families, the Department will continue to work provincially and nationally to improve family law/justice services to support children and families through mandatory and voluntary parent education sessions, implementation of national changes to Child Support Guidelines, and consultation with the Aboriginal community on family law issues. [2004-05 planned result]

  During 2004-05, 194 people completed Voluntary Parent Education and 2,659 completed Mandatory Parent Education sessions at the four court points it is offered (Regina, Saskatoon, Prince Albert and Yorkton).

  The Federal Government has not yet amended the Divorce Act and regulations which is required before amendments can be made to the Child Support Guidelines and Tables. Therefore, implementation of national changes to the Guidelines has not begun.

  The Department developed a format to gather information on the views of Aboriginal peoples about family law issues. It brought together a group of Aboriginal women representing a wide variety of First Nations and Métis communities and organizations both on and off-reserve to discuss family law issues. A report on the discussion is available upon request. This process will serve as a template for further dialogue and research.

  In 2004-05, the Department developed its response to the report from the Commission on First Nations and Métis Peoples and Justice Reform. Several of the recommendations dealt with family law issues that emerged during the Commission's extensive consultation process with Aboriginal peoples.

- To monitor the effectiveness of support services, the Department will implement its response to the evaluation of the parent education program. [2004-05 planned result]

  The evaluation of the Parent Education Program was very positive. The Department reviewed the report and made some modifications to program content. Newly developed High Conflict Sessions were piloted in Saskatoon and Regina. Attendance at the Parent Education Program is now mandatory in four centres for people resolving custody and access issues through a court process. Voluntary Parent Education sessions were offered in more locations, including La Ronge.

- To test the effectiveness of innovative approaches to reduce family disputes, the Department will evaluate a pilot support variation dispute resolution project for low-income families. [2004-05 planned result]

  An external contractor assisted in developing an evaluation plan and telephone and mail-out client surveys. It is anticipated a report will be available in summer 2005.

- To improve the collection of support for children and other dependents, the Department will present amendments to *The Enforcement of Maintenance Orders Act*. [2004-05 planned result]

  Revisions to The Enforcement of Maintenance Orders Act came into effect October 1, 2004. The changes allow better access to Registered Retirement Savings Plans of non-payers, as well as ensuring that non-payers appear personally in court if summoned by the Court.

- To identify the needs of Aboriginal children and families, the Department will initiate discussions with the Aboriginal community. [2004-05 planned result]

  As described previously, the Department initiated the first step in the process when it brought together a group of Aboriginal women to discuss family law issues such as child custody and maintenance and family violence. These women represented a wide range of First Nations and Métis communities and organizations, both on and off-reserve.

  A CD ROM addressing family law issues faced by parents experiencing separation and divorce was developed for use in rural and remote areas of Saskatchewan. The CD will be finalized and ready for distribution in summer 2005. Train-the-trainer sessions for service providers took place in northern communities.

- To support families in the resolution of issues, the Department will continue to support collaborative law and mediation initiatives. [2004-05 planned result]

  The Dispute Resolution Office continues to work with service agencies to increase referrals to mediation for families in need. The Office also works closely with the College of Law to provide practicum opportunities in which lawyers are able to strengthen their mediation and collaborative problem solving skills.

- To increase understanding of rights and responsibilities of parties in family law processes, the Department will develop and consult on simplified, standard wording for court orders, forms, and public information on family law processes. [2004-05 planned result]

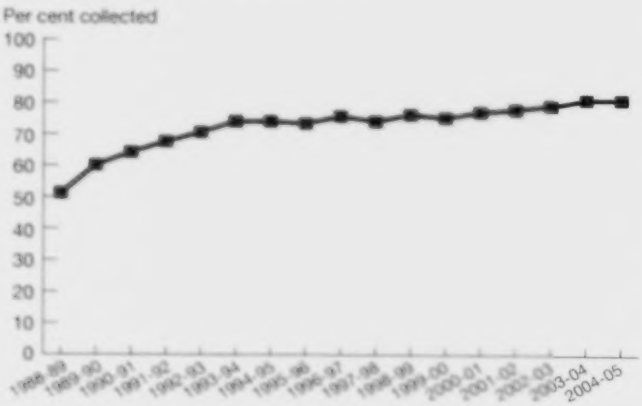
  The Department continues to investigate options for improving its forms and information in the family law area.

Measurement Results

Figure 11
Effectiveness of programs supporting resiliency of children and families

Per cent collected of maintenance enforcement orders and agreements referred to the Maintenance Enforcement Office

Collection rates of maintenance enforcement orders and agreements referred to the MEO



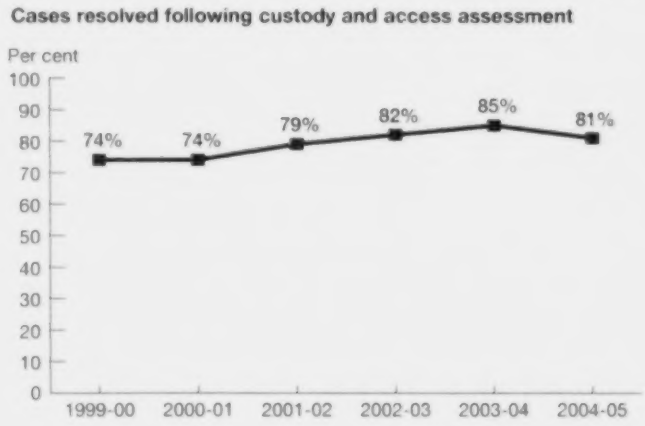
Source: Saskatchewan Justice Maintenance Enforcement Office, 2005

The Saskatchewan Justice Maintenance Enforcement Office collected 81 per cent of the maintenance and enforcement orders and agreements referred to its Office. This is the same percentage as in 2003-04 and continues to be one of the highest collection rates in Canada. As shown on Figure 11, the collection rate has continually increased since 1988-89.

The Office collects money for almost 10,000 custodial parents. The receipt of maintenance income translates into support for the health and well-being of families affected by divorce and separation.

Figure 12
Effectiveness of programs supporting resiliency of children and families

Per cent of cases resolved following custody and access assessment



Source: Saskatchewan Justice Maintenance Enforcement Office, 2005

The percentage of cases resolved following custody and access assessments dropped slightly from 85 per cent in 2003-04 to 81 per cent in 2004-05. This could be due to factors outside of the control of the Department such as case difficulty or the time it takes to resolve cases.

Justice promotes resilient children and families through custody and access assessments that are conducted prior to the issue going to court. The resolution of custody and access issues without having to go back to court reduces costs for the parties involved and the court system and promotes the health and well-being of children and their families.

Objective 3 – Protect children and adults who need assistance to manage their affairs

The Office of the Public Guardian and Trustee protects the financial affairs of persons in vulnerable circumstances. This includes protecting the interests of children less than 18 years of age, administering the estates of persons who are incapable of managing their own affairs, and administering the estates of some deceased persons. When the Office of the Public Guardian and Trustee becomes involved in the administration of the financial affairs of a person or an estate, it conducts an investigation, determines assets, collects assets, pays debts, pays monthly support, pays other expenses and distributes assets.

In 2004-05, the Office of the Public Guardian and Trustee continued to work to protect people needing assistance to manage their affairs. It was able to develop an implementation plan for the two sections of the *The Public Trustee Amendment Act, 2001* not initially implemented when the Act was proclaimed in May 2002; one dealing with investigation of financial abuse and the other with personal guardianship.

Key Results

- To protect the rights of people in vulnerable circumstances, the Department will work with other departments to develop the Government Disability Action Plan. [2004-05 planned result]

  Justice continues to work with other government departments to finalize the Government Disability Action Plan. It is expected the Plan will be completed later in fall 2005.

Measurement Results

Quality of return rate on investments

Per cent difference between the four-year average rate of return on client assets invested by the Office of Public Guardian and Trustee and the benchmark identified in the Investment Policy[6].

The actual four-year average rate of return was 0.4 per cent over the benchmark set by the Office of Public Guardian and Trustee in 2004-05. As this performance measure was changed in 2004-05 to measure the four-year average rather than the annual rate of return, trend data is not available.

However, the small variance between expected and actual results demonstrates the reliability of the process used to set the benchmark.

One of the primary functions of the Office of Public Guardian and Trustee is to invest the assets it holds in trust for its clients. The main objective is to meet or outperform a benchmark portfolio constructed from rates of return on a variety of indexes[7]. Although the Office of the Public Guardian and Trustee has a comprehensive investment policy that it uses to select and guide the investment firm, market fluctuations have a significant impact on this performance measure.

Goal 4: Marketplace Relations
The marketplace is fair, efficient and effective

Objective 1 – Safeguard consumer and public interests and support economic well-being through responsive marketplace regulation

The marketplace is dynamic. Technological innovation is changing the nature of economic activity. Consumers are buying goods and services in forms and in ways not contemplated a decade ago, and businesses are evolving.

In addition, succeeding in global markets increasingly requires governments to take into account what is happening in other jurisdictions and the impact of regulation on the ability of local firms and workers to compete. To remain effective, regulators must be able to adapt, and regulations and regulatory structures and processes must be reviewed on an ongoing basis to ensure they promote economic and social well-being. Care must be taken to ensure that regulatory structures and processes do not impose unnecessary costs on business or government.

The key results and performance measures demonstrate that the Department continues to take steps to safeguard consumer and public interests and to support economic well-being. While significant progress has been made in advancing this objective, new marketplace issues will continue to emerge and require departmental attention.

Key Results

- To support an improved environment for business and consumers, the Department will participate in a national commercial law reform initiative. [2004-05 planned result]

  The Department continues to participate in the national commercial law reform initiative.

- To promote harmonization in marketplace regulation, through the Saskatchewan Financial Services Commission (SFSC), the Department will support national initiatives to develop uniform security and pension laws. [2004-05 planned result]

  Through the Canadian Securities Administrators (CSA), The Canadian Council of Insurance Regulators (CCIR), the Canadian Association of Pension Supervisory Authorities (CAPSA) and the Joint Forum of Financial Market Regulators, the Saskatchewan Financial Securities Commission (SFSC) continues to work with other regulators to advance harmonization of

[6] The goal is to meet or exceed the benchmark established in the investment policy. The benchmark is derived from a series of market indicators for investment returns. It is usually a positive number. This performance measure strives to meet the benchmark, which is in effect a very positive result.

[7] This includes the Toronto Stock Exchange 300 (capped 10 per cent) Index (as measured by CPMS), the Standard & Poor's 500 Index (in Canadian dollars), the Morgan Stanley Capital International Europe, Australia, Far East (EAFE) Index (in Canadian dollars), the Scotia Capital Universe Bond Index and 91-day Canada Treasury Bills.

marketplace regulation. Examples include CSA's development of a National Instrument dealing with continuous disclosure and CAPSA's development of a Model Pension law.

- To support the Provincial/Territorial Ministers' initiative on securities regulation. [2004-05 planned result]

  On September 30, 2004, Saskatchewan entered into an inter-provincial Memorandum of Understanding (MOU) that committed the province to work to implement a passport system for securities regulation by August 1, 2005.

  An inter-provincial taskforce has been working to implement an initial passport system. The taskforce began work on the development of highly harmonized, streamlined and simplified securities laws and will also undertake a review of regulatory fees. In fall 2005, the Department expects to participate with other jurisdictions in the implementation phase of the initial passport system and introduce legislation that provides a more streamlined and seamless system.

- To ensure continued relevance to the circumstances of consumers, industry and government, the Department will conduct research, prepare a discussion paper and consult with representatives of motor dealers about potential legislative changes to *The Motor Dealers Act* in 2005-06. [2004-05 planned result]

  The proposed review of The Motor Dealers Act will not proceed as originally planned in the 2003-04 and 2004-05 Performance Plans. A decision was made to undertake a broader, more comprehensive legislative and operational review of all consumer protection legislation. The review of The Motor Dealers Act will be incorporated within this review.

- To improve consumer protection, the Department will implement legislation dealing with: *The Consumer Protection Act*, and *The Condominium Property Act*. [2004-05 planned result]

  Amendments to The Condominium Property Act and regulations came into force on February 1, 2005. Consultations respecting regulations needed to implement amendments to The Consumer Protection Act were completed. Implementation of the amendments is expected to occur early in 2005-06.

- To respond to changes in the industry and concerns respecting privacy of personal information, the Department will update and harmonize the legislation respecting credit-reporting agencies with legislation of other provinces. [2004-05 planned result]

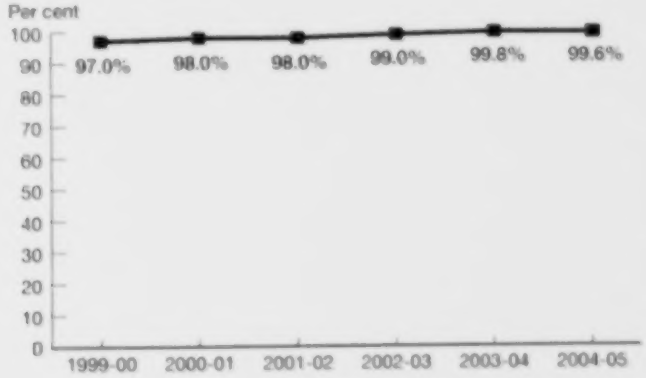
  The new Credit Reporting Act came into force on March 1, 2005.

Measurement Results

Figure 13
Efficiency of response

Per cent of telephone inquiries from consumers responded to within one business day

Telephone inquiries from consumers responded to within one business day



Source: Consumer Protection Branch database, Saskatchewan Justice

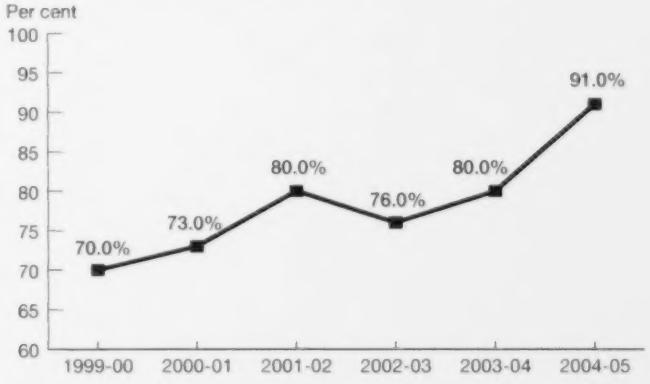
The Consumer Protection Branch continues to respond in a timely manner to the questions and concerns of consumers it receives by telephone. The result for 2004-05 is close to that of 2003-04. In 2004-05, the Branch responded to 10,996 consumer phone inquiries.

The Department uses this result as a monitoring tool to ensure that it is meeting the needs and expectations of consumers.

Figure 14
Efficiency of response

Per cent of incorporations, registrations and fundamental changes of all types processed within ten business days

Incorporations, registrations and fundamental changes of all types processed within ten business days



Source: Corporations Branch database, Saskatchewan Justice

The 2004-05 result for this measure shows an increase from 80 per cent in 2003-04 to 91 per cent. The increase demonstrates the impact of on-line registration implementation and the value of ongoing process review. It is 21 percentage points higher than the 1999-00 baseline value of 70 per cent.

The Department uses this measure to assist in assessing the extent to which it is meeting its client needs and expectations.

Goal 5: Legal Services
Programs and policies of government are supported by appropriate legal services

Objective 1 – Provide quality legal services to government that are consistent, coherent, and cost-effective

The Department is committed in all of its operations to the rule of law[8]. It carries out the traditional role of the Attorney General in maintaining the rule of law and seeing that the administration of public affairs is in accordance with the law.

One important aspect of this role is the provision of legal and policy advice and services to Government. The Department's Dispute Resolution Office also provides government departments and agencies with advice on dispute resolution processes and assistance in resolving public sector disputes.

A relatively small proportion of the staff and resources of the Department are devoted to providing these legal, policy and dispute resolution services. However, the proper discharge of these functions is critical to the effective functioning of the justice system and to ensuring that public affairs are conducted according to the law.

The Department of Justice continues to provide quality legal and policy advice to Government and effective assistance in resolving conflict through legal and other dispute resolution means. Although performance measures for this objective have not been finalized, significant progress has been made towards their development.

Key Results

- To ensure we are meeting our clients' needs, the Department will establish and monitor standards for timeliness in responding to client requests for legal services. [2004-05 planned result]

  The following standard for timeliness was established for the 2005-06 fiscal year: Each request for legal services will be dealt with within 10 business days of its receipt, unless the lawyer and client agree to a shorter or longer period of time. In that case, the request will be dealt with within the agreed-to period.

- To ensure lawyers continue to develop and improve their skills in delivering quality legal services, the Department will establish and monitor standards for continuing legal education. [2004-05 planned result]

  To assist the Department in determining appropriate standards for continuing legal education for lawyers, the monthly attendance forms were revised to collect information about the amount of time and money currently being devoted to continuing legal education. The Department continues to work towards finalizing the standards for continuing legal education for lawyers.

- To assist clients in identifying, avoiding and resolving legal problems, the Department will develop a plan to enhance the delivery of client education opportunities. [2004-05 planned result]

  To assist the Department in developing the plan, lawyers' monthly attendance forms were revised to collect information about the amount of time currently being spent on client education. In addition, plans are underway for the publication of a legal education newsletter for clients early in the 2005-06 fiscal year.

- To ensure our legal services are cost-effective, the Department will examine service delivery mechanisms across Canada. [2004-05 planned result]

  This is an ongoing process. For example, in October 2004 representatives from the Department attended the federal/provincial/territorial management forum to discuss relevant issues.

[8] The rule of law means that the Government and all citizens are subject to the law and must operate according to its terms.

2004-2005 Financial Results – Expenditures

The following table outlines information on actual and budgeted expenditures by subvote and subprogram. Explanations are provided for all variances > $100,000.

Subvote Name	Sub-Program Name	2004-05 Estimate ($000s)	2004-05 Actual ($000s)	Variance	Notes
Administration		**4,285**	**4,562**	**277**	1
Accommodation & Central Services		**13,615**	**13,484**	**(131)**	2
Courts and Civil Justice	Court Services	20,715	20,748	33	
	Dispute Resolution	1,307	1,298	(9)	
	Family Justice Services	2,993	2,895	(98)	
	Public Guardian and Trustee	1,983	1,952	(31)	
	Salaries Provincial Court Judges	8,538	8,329	(209)	3
Total Courts and Civil Justice		**35,536**	**35,222**	**(314)**	
Legal Services	Civil Law	2,665	2,786	121	4
	Communications	308	258	(50)	
	Policy, Planning and Evaluation	902	963	61	
	Public Law	2,666	2,594	(72)	
	Public Prosecutions	11,700	13,320	1,620	5
	Queen's Printer – *Net Financing Requirement*	19	(12)	(31)	
	Queen's Printer – *Subsidy*	159	159	–	
Total Legal Services		**18,419**	**20,068**	**1,649**	
Community Justice	Community Services	3,604	3,968	364	6
	Coroners	1,332	1,303	(29)	
	Police Programs	4,320	4,270	(50)	
	Law Enforcement Services	782	1,046	264	7
	Police Commission	765	725	(40)	
	Police Complaints Investigator	419	238	(181)	8
	RCMP	91,117	90,820	(297)	9
Total Community Justice		**102,339**	**102,370**	**31**	
Marketplace Regulation	Consumer Protection	750	737	(13)	
	Corporations	1,722	1,673	(49)	
	Sask Financial Services Commission	2,301	2,124	(177)	10
	Land Titles Assurance Claims	25	31	6	
Total Marketplace Regulation		**4,798**	**4,565**	**(233)**	
Boards & Commissions	Farm Land Security Board	867	796	(71)	
	Inquiries	2,160	3,236	1,076	11
	Commission on First Nations and Métis Peoples and Justice Reform	200	265	65	
	Legal Aid Commission	14,295	14,295	–	
	Automobile Injury Appeal Commission	785	569	(216)	12
	Rentalsman/Prov Mediation Board	1,071	1,074	3	
	Sask Human Rights Commission	1,306	1,391	85	
	Surface Rights Arbitration Board	147	149	2	
Total Boards & Commissions		**20,831**	**21,775**	**1,015**	
Initial Appropriation		**$199,823**	**$202,046**	**$2,223**	
Supplementary Estimates (approved in Fall 2004)		**1,085**		**(1,085)**	13
Special Warrant Funding		**1,400**		**(1,400)**	14
Statutory Funding for Land Titles Assurance Claims		**6**		**(6)**	
TOTAL JUSTICE APPROPRIATION (Expenditures)		**$202,314**	**$202,046**	**($268)**	
Capital asset acquisitions		(250)	(168)	82	
Amortization of capital assets		334	436	102	15
TOTAL JUSTICE EXPENSE		**$202,398**	**$202,314**	**($84)**	

Explanation of major variances:

1. Salary and operating expenditures associated with workload pressures.
2. Reduced capital expenditures and accommodation costs.
3. Reduced benefit costs and vacation leave liability.
4. Additional costs related to SPMC legal work and use of outside legal counsel.
5. Costs related to the settlement of civil actions (Klassen/Kvello and Martensville) and operating pressures.
6. Costs associated with various community initiatives.
7. Start up costs higher than anticipated for Safer Communities initiative.
8. Vacancy and operational savings due to staffing later than originally anticipated.
9. Reduced expenditures related to DNA testing.
10. Vacancy and operational savings.
11. Additional costs related Milgaard and Stonechild Inquiries.
12. Operational costs lower than originally estimated.
13. Additional funds to address civil court actions, Stonechild Inquiry and program requirements.
14. Additional funds to address civil court actions and Milgaard Inquiry.
15. Amortization expense higher than originally planned.

2004-2005 Financial Results – Revenue

The following table outlines information on actual and budgeted revenues by revenue description. Explanations are provided for all variances > $100,000.

Description	Revenue Budget ($000s)	Actual Revenue ($000s)	Variance	Notes
Privileges, Licenses & Permits	$7,158	$7,880	$722	1
Taxes				
Sales, Services & Service Fees	17,642	18,581	939	2
Fines, Forfeits & Penalties	11,698	10,271	(1,427)	3
Interest, Discount, Premium	48	110	62	
Receipts from Other Governments	20,044	20,108	64	
Receipts from Crown Entities	760	577	(183)	4
Other Revenue	181	456	275	5
DEPARTMENT TOTAL	**$57,531**	**$57,983**	**$452**	

Explanation of major variances:

1. Increase in non-registered insurance policies and corporate annual returns.
2. Increase in activity for prospectus filings within the Saskatchewan Financial Services Commission.
3. Reduced fine activity and late payment fees.
4. Reduced operational expenditures for programs with costs recovered from Crown agencies.
5. Increase in miscellaneous revenue.

Where to Obtain Additional Information

This report provides information about both our accomplishments and our future plans. If you have any questions or comments, or would like additional copies of this report, we invite you to call (306) 787-7872.

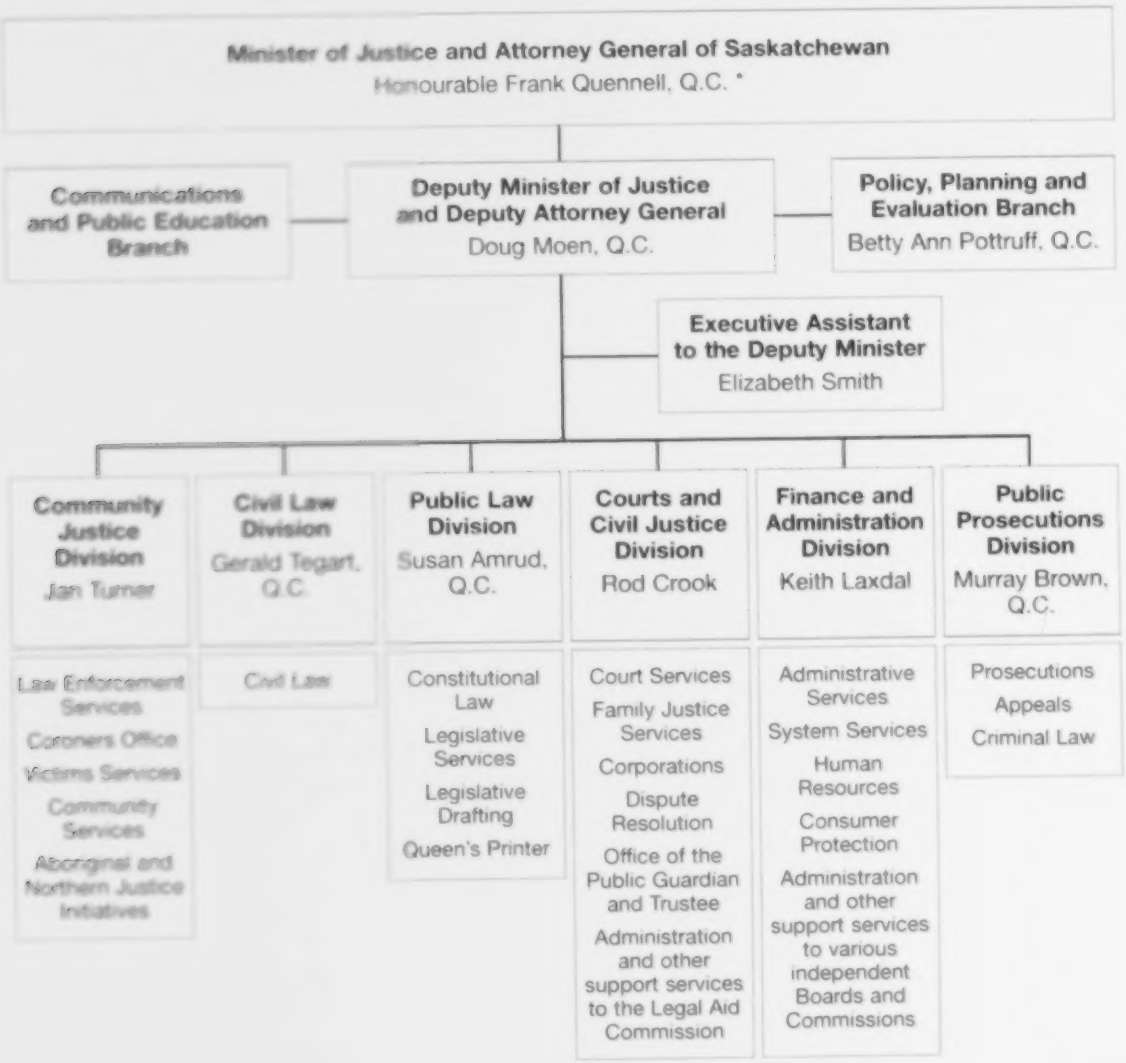
Or contact:

Saskatchewan Justice
Communications and Public Education Branch
1874 Scarth Street
Regina, Saskatchewan S4P 3V7

Or send us an email through the
Saskatchewan Justice web site:
www.saskjustice.gov.sk.ca

Appendices

Appendix A: Organizational Chart



*** Also responsible for:**

- Automobile Injury Appeal Commission
- Commission on First Nations and Métis Peoples and Justice Reform
- Co-operative Securities Board
- Farm Land Security Board
- Film Classification Appeal Board
- Film Classification Board
- Human Rights Commission
- Law Reform Commission
- Legal Aid Commission
- Police Commission
- Police Complaints Investigator
- Provincial Mediation Board/Office of the Rentalsman
- Public Disclosure Committee
- Public and Private Rights Board
- Saskatchewan Financial Services Commission
- Surface Rights Board of Arbitration
- Commission of Inquiry into the Wrongful Conviction of David Milgaard
- Commission of Inquiry into the Death of Neil Stonechild

as at March 31, 2005

Appendix B: Boards and Commissions

The Minister of Justice is responsible for a number of boards and commissions that receive varying levels of administrative and policy support from Saskatchewan Justice, including:

- Automobile Injury Appeal Commission
- Commission on First Nations and Métis Peoples and Justice Reform
- Co-operative Securities Board
- Farm Land Security Board
- Film Classification Appeal Committee
- Film Classification Board
- Human Rights Commission
- Law Reform Commission
- Legal Aid Commission
- Office of the Rentalsman
- Provincial Mediation Board
- Public Disclosure Committee
- Public and Private Rights Board
- Saskatchewan Financial Services Commission
- Saskatchewan Human Rights Tribunal
- Saskatchewan Legal Aid Commission
- Saskatchewan Police Commission
- Saskatchewan Police Complaints Investigator
- Surface Rights Board of Arbitration
- Commission of Inquiry into the Wrongful Conviction of David Milgaard
- Commission of Inquiry into the Death of Neil Stonechild

Most of these boards and commissions produce and table their own annual reports. However, the following agencies have very brief annual reports, which are included in this document to accommodate tabling requirements and reduce printing costs:

- Automobile Injury Appeal Commission
- Provincial Mediation Board
- Office of the Rentalsman

Automobile Injury Appeal Commission

Since 1995, people injured in automobile accidents in Saskatchewan receive "no fault" benefits under the Personal Injury Protection Plan administered by Saskatchewan Government Insurance. These benefits include rehabilitation expenses, income replacement and permanent impairment.

When people are not satisfied with a personal injury benefits decision made by SGI under the no fault system, they can appeal that decision. Since January 1, 2003, they can appeal to the Automobile Injury Appeal Commission, an independent tribunal, as well as to the Court of Queen's Bench.

Claimants filing an appeal to the Commission pay a $75.00 application fee. If this causes substantial hardship, claimants may ask the Commission to waive the fee by filing a Certificate of Substantial Hardship. The fee (if paid) is refunded if the claimant is successful. There is a strict time limit to file an appeal. Appeals must be filed either 90 days from the date of SGI's decision or, if mediation was elected, 60 days from the date mediation was completed.

Once the claimant and SGI have filed all documents relevant to an appeal, the Commission gives written notice of the hearing date, time and location. Hearings are regularly held in Prince Albert, Saskatoon and Regina. Claimants can represent themselves or have their lawyers present their case to the Commission. Sixty-seven percent are self-represented.

Appeal hearings are open to the public. They are based on the court model of hearing witnesses and receiving documentary evidence. Medical evidence, for example, which is almost always introduced, may be given through personal testimony, telephone testimony, written report, hospital or clinical records, etc. The Commission's procedure is kept as simple and informal as possible because so many claimants do not have lawyers, although SGI has chosen to be legally represented. The entire proceedings are recorded, and transcripts may be obtained, if needed.

The Commission's responsibility is to adjudicate on whether SGI's decisions on no fault benefits are wrong in law, based on erroneous assumptions, or are "unreasonable." If so, it may set aside or vary the decision. If not, it confirms SGI's decision. In doing so, the Commission is required to assess the facts and apply the law and regulations applicable to the no fault benefits plan.

Governing Legislation includes:

- *The Automobile Accident Insurance Act*
- *The Personal Injury Benefits Regulations*
- *The Automobile Accident Insurance (Injury) Regulations*

There are in fact two benefit systems with respect to which appeals are being heard, as the original legislation was amended in important ways in 1998

for accidents occurring after that date. There are still many victims of accidents occurring between 1995 and 1998 whose injuries were so serious that they have not resolved.

The Commission must provide written reasons for its decision to both parties, which become part of the public record. Either party may then appeal to the Saskatchewan Court of Appeal on a question of law only.

The written reasons for each decision are part of the public record, as are the equivalent decisions of the Court of Queen's Bench. The Commission publishes them on its web site, and also makes them available to other legal web sites. This practice assists claimants and the general public in knowing more about their entitlement to injury benefits and offers unrepresented claimants an opportunity to become familiar with the hearing process.

Budget: $670,000
FTEs: 3

Appeal Statistics:

	2004-2005	2003-2004	2002-2003 (three month start-up)
Inquiries	438	302	78
Appeals Filed	179	171	30
Appeals Withdrawn/Closed	55	12	0
Hearings Held	113	65	0
Decisions Issued	66	34	0

Appeal to Hearing Timelines:
- time between the date of filing and date to hearing an appeal

	2004-2005	2003-2004	2002-2003 (three month start-up)
Appeals Filed	179	171	30
Appeal to Hearing *(minus closed/withdrawn)*	150	129	28
Heard in 0-6 months	8	32	14
Heard in 6-9 months	17	39	10
Heard in 9-12 months	12	32	1
Heard after 12 months	3	18	3
Unscheduled	110	8	0

Membership of the Commission

- Ann Phillips, Q.C., of Regina is appointed as Chairperson
- Peter Bergbusch of Regina
- Tim Brown of Regina
- Beverly Cleveland of Regina
- Pamela Joy Dobko of Saskatoon
- Marjory Gammel of Saskatoon
- Conrad Hnatiuk of Regina
- Carolyn Jones of Saskatoon
- Al Knippel of Saskatoon
- Stan Loewen of Prince Albert
- Dr. Mukesh Mirchandani of Yorkton
- Carol Olson of Saskatoon
- Stephanie Pfefferle of Saskatoon
- Jeff Scott of Regina
- Darleen Topp of Saskatoon

2004-2005 Program Highlights

- Appointment of seven new members (including two lawyers) to the Commission to hear appeals and issue decisions including written reasons.
- Design and development of a case management database to aid in the administration of appeals.
- Acquisition of new recording software and equipment for reliable recordings with improved audio.
- Response to a report published by the Privacy Commissioner of Saskatchewan maintaining its current practice of publishing its decisions on the Commission and CANLII web sites.

2005-2006 Goals and Objectives

- To issue written decisions within sixty days after the date of a hearing.
- To eliminate the backlog of outstanding decisions.
- To reduce the timeline between the date an appeal is filed to the date the hearing is scheduled.
- To post the Commission's scheduled hearings on the Commission's web site.

Provincial Mediation Board and Office of the Rentalsman

The Provincial Mediation Board offers assistance to individuals and families with personal debt problems by reviewing their financial situation and reviewing options to resolve their crisis. The Board is often able to arrange new repayment plans with creditors with payments channelled through the Board. As well, debtors are encouraged to develop better spending habits. The Board is also involved in arranging repayment plans for property tax arrears and giving information on residential foreclosure procedures.

The services of the Provincial Mediation Board are free to the public. More than 1,000 people access the office for help on various debt related problems. The program is able to assist people across the province – rural and urban. It also returned over $1.8 million to the credit industry.

The Provincial Mediation Board is able to assist many individuals with outstanding student loans. The program is also partnered with problem gambling treatment programs to assist individuals in resolving the financial fallout that often accompanies the addiction.

The number of people assisted by personal debt repayment plans increased by about 20 per cent over the previous year. It still is a priority to increase the number of successful completion of files from the present 40 per cent. There were over 20 presentations on debt management made to different groups this year. Monthly presentations were provided for the Regina Qu'Appelle Region Health District Problem Gambling Day Treatment Program.

Budget: $382,338
FTEs: 6

Legislation:
- *The Provincial Mediation Board Act*
- *The Tax Enforcement Act*
- *The Land Contracts (Actions) Act*
- *The Agricultural Leaseholds Act*
- *The Land Titles Act*
- *The Rural Municipality Act*
- *The Bankruptcy and Insolvency Act (Federal)*

2004-2005 Statistics
Provincial Mediation Board

	2004-2005	2003-2004	2002-2003
Notices of Mortgage Foreclosure/Cancellation of Agreement for Sale	799	967	850
Tax Enforcement Applications Received	861	726	637
Tax Enforcement files in continuous Mediation	880	766	892
Tax Enforcement Fees	$17,220	$14,520	$12,740
Debt Repayment Files Opened	328	275	273
Files Active at Year End	666	622	599
Payments Received from Debtors for Creditors	$1,849,049	$1,664,800	$1,540,000
Administrative Levy for Province from Debt Mediation	$272,346	$241,261	$223,298
Debtor Assistance Files	348	398	342

The Office of the Rentalsman provides information to landlords and tenants about residential tenancy rights and obligations. It also provides a dispute resolution or hearing forum for these landlords and tenants.

The public is invited to access the office for information. Residential landlords and tenants may use the dispute resolution services.

The Office of the Rentalsman provided orders on 12,000 cases. Our three Information Counsellors responded to close to 40,000 inquiries in 2004-05. This was mainly through toll-free telephone contact. There were about a dozen presentations made to the public on residential landlord and tenant rights.

Cases have continued, for the most part, to be dealt with in a timely manner. It is a priority for this office to continue to provide the public with quick

access to its services. It is an ongoing task to review our processes for hearings to ensure that they are both fair and efficient.

Inquiries are also provided in a timely manner. The vast majority of telephone inquiries are responded to within one hour and virtually all inquiries are attended to within two business hours. There will be more effort given to training and updating of staff on legislation and process.

The Office of the Rentalsman is attempting to facilitate meetings between industry partners. A meeting was organized between landlords and SaskEnergy. We will attempt to get other interested groups together to discuss common interests.

Office of the Rentalsman
Budget: $688,012
FTEs: 11.6
Legislation: *The Residential Tenancies Act*

2004-2005 Statistics
Office of the Rentalsman

	2004-2005	2003-2004	2002-2003
Total Applications Received	11,916	12,160	11,146
Landlord Applications	11,199	11,363	10,359
Tenant Applications	717	797	787
Number of Security Deposit Applications	6,464	7,183	7,350
Fees	$221,880	$223,500	$207,600
Security Deposit Applications Completed within 55 days from application	81%	85%	83%
All Other Applications Completed within 55 days from application	80%	76%	76%

Appendix C: Queen's Printer Revolving Fund and Victims Services

Queen's Printer

On behalf of the Government of Saskatchewan, the Queen's Printer publishes and distributes all legislation, regulations, and other government legislative publications, including:

- *The Saskatchewan Gazette*;
- Tables to Saskatchewan Statutes and Regulations;
- The Saskatchewan Rules of Court (for the Court of Queen's Bench and the Court of Appeal);
- Private Acts;
- bound annual statutes; and
- the complete set as well as practice-specific sets of the consolidated Statutes of Saskatchewan and Regulations of Saskatchewan.

Under the authority of the Minister of Justice and the Lieutenant Governor in Council, and subject to *The Queen's Printer's Act* and *The Queen's Printer's Fees Regulations*, the Queen's Printer operates through a revolving fund, and sells its legislative publications and services to achieve the fund's break-even mandate. Significantly self-funded, the Queen's Printer is provided an appropriation from the General Revenue Fund in order to provide free access to all current electronic publications at the Internet web sites of www.qp.gov.sk.ca (Freelaw®) and www.publications.gov.sk.ca (Publications Centre).

The main users of paper and electronic publications include:

- municipal/provincial/federal governments;
- law offices;
- colleges/universities;
- industry specific groups (e.g. municipalities/ oil and gas companies)
- libraries; and
- business/corporate.

Queen's Printer Budget

	2005-06 Budget	2004-05 Actual (unaudited)	2003-04 Actual	2002-03 Actual	2001-02 Actual
Revenue	$608,000	$580,890	$592,679	$609,126	$626,999
Expenditures					
Cost of Goods Sold	$239,500	$199, 626	$279,808	$293,197	$246,267
Gross Profit/(Loss)	$368,500	$381,264	$312,871	$315,929	$380,732
Administrative Expenditures	$546,500	$522,840	$537,214	$561,332	$499,148
Net Profit/(Loss)	$(178,000)	$(141,576)	$(244,344)	$(245,402)	$(118,416)
GRF Subsidy	$159,000	$159,000	$225,000	$225,000	$100,000
Net Profit (Loss) After Subsidy	$(19,000)	$17,424	$656	$(20,402)	$(18,146)

Audited financial statements can be found on the Department web site at www.saskjustice.gov.sk.ca.

2004-2005 Goals and Objectives

- Continue to ensure paper and Freelaw® services are accurate and updated, and explore options for new paper and electronic-based publications/services.
- Continue to consolidate all legislative products within 10 days of the enactment changing.
- Enhance the web site by continuing to add:
  - Legislated forms (with some available to be filled in on-line).
  - Private Acts that are in force (consolidate, edit and publish to web site).
  - Historical legislation by bound annual volumes dating back to 1905.
- Continue upgrading hardware and software (computer systems and digital print/publishing equipment) to maintain a high level of service and reliability for clients through efficient use of technology and staff time.
- Continue to administer, manage and market the Publications Centre to other government agencies to provide all types of formats/ publications to the residents of Saskatchewan and beyond.
- Maintain a dialogue with other Queen's Printers to develop common standards and practices with respect to legislation, copyright, printing and publishing.

2004-2005 Activities and Results

- The Department of Justice is in the fourth year of the Freelaw® service requiring an appropriation from the General Revenue Fund in order to provide free access to all current electronic publications at the web site, www.qp.gov.sk.ca.
- Continued to present and promote to government departments and other municipal and corporate bodies the Publications Centre at www.publications.gov.sk.ca, a government-wide collaborative Citizen Service Transformation initiative to provide publications through a central location on the Government of Saskatchewan web site.
- Continued to add publications and products to the web site to ensure more historical and archival information is available.
- Continued to assist other government departments and agencies in web-enabling their programs or special projects, especially with respect to forms and e-commerce, and simultaneously promoted collaboration and resource-sharing in IT initiatives.
- Advertised Freelaw® at the Regina Chamber of Commerce Business to Business Expo, October 2004.
- Maintained memberships in the Regina and Saskatoon Chambers of Commerce, Better Business Bureau of Saskatchewan, and the Queen's Printers Association of Canada.
- Maintained a dialogue with other Queen's Printers in order to develop common standards and practices with respect to legislation, copyright, printing, and publishing.
- Ensured staff have appropriate job descriptions, technology and training to fulfil the public demand for consolidations and other publications and to enhance employee satisfaction on the job.
- Continued to explore options for new paper and electronic-based publications/services.
- Continued to consolidate all legislative products within 10 days of change.

2005-2006 Goals and Objectives

- Facilitate and train all government departments and related agencies to participate in Citizen Service Transformation by cataloguing all public documents for the Government of Saskatchewan on the Publications Centre by September 30, 2005, as mandated by executive government.
- Continue to scan, edit and post historical legislation to form part of Freelaw®.
- Amalgamate Freelaw® and Publications Centre web sites to gain administrative efficiencies and to consolidate administrative pages into fewer, easier to read pages.
- Investigate the benefits of implementing a Content Management System (CMS) for the Publications Centre.

- Work cooperatively with other government agencies for opportunities to share information technology and publishing resources.
- Continue to share with/learn from other Queen's Printers in Canada with respect to legislative publishing and Internet publications delivery standards.
- Promote Freelaw® and the Publications Centre through media and direct marketing.
- Attend and/or sponsor relevant industry trade shows to promote Queen's Printer services.

Subscription Statistics

Subscriptions to Publication/Service	2004-05 Actual	2003-04 Actual	2002-03 Actual	2001-02 Actual	2000-01 Actual
Bound Volume of *Statutes of Saskatchewan*	111	115	125	135	136
The Saskatchewan Gazette	345	375	420	460	510
Loose-Leaf Statutes	257	270	281	295	314
Loose-Leaf Regulations	98	102	104	108	118
Separate Chapters	61	65	65	67	66
Tables	201	205	214	243	–
Rules of Court (Eng/Fr)	232/0	235/0	–	–	–
Loose-Leaf Oil and Gas	82	84	82	185	185
Loose-Leaf Mining	20	20	20	31	31
Loose-Leaf Rural Municipality	238	238	–	–	–
Loose-Leaf Urban Municipality	323	319	–	–	–
QUESS (# of Passwords)	–	–	–	Freelaw®	1,490

Victims Services

Victims Services has the primary responsibility for assisting victims involved in the criminal justice system in Saskatchewan. Victims' needs are directly related to their involvement in the criminal justice system and may include:

- information on the justice system and assistance as they proceed through the criminal justice process;
- compensation to offset expenses directly resulting from violent crime; and
- an opportunity to tell the court how a crime has affected them.

Victims of reported crime, those who come to the attention of the justice system, are the first priority of the program. Initiatives for victims of unreported crime and at-risk individuals are also considered important and are supported to the extent that resources are available. Special emphasis is placed on meeting the needs of vulnerable individuals who are disproportionately victimized by crime, such as children and persons with disabilities, as well as Aboriginal peoples.

In order to increase understanding about the needs of victims of crime and ensure basic services are available to meet their needs throughout Saskatchewan, the Victims Services Program offers a range of direct supports, such as:

- crisis intervention services;
- specialized victim services for special target groups such as victims of domestic violence and child and adult victims of sexual abuse;
- victim/witness services;
- victims compensation;
- Aboriginal initiatives; and
- Victim Impact Statement Program.

Underlying these direct services are other initiatives that improve understanding and increase awareness of the needs of victims, and help ensure a comprehensive and cooperative response. These indirect supports include:

- education and training;
- co-ordination of services;
- research and evaluation initiatives; and
- prevention of victimization programming.

The governing legislation of the Victims Services program is *The Victims of Crime Act, 1995* and *The Victims of Crime Regulations, 2002*.

The Victims Fund established by this legislation is the sole support for services for victims of crime. This Fund is a special-purpose fund that is comprised of the victims' surcharge that is paid by offenders on federal and provincial offences.

Total FTE Establishment	
Administration	6.5
Compensation	2
Restitution	3
Victim/Witness Support	4.5
Family Violence Manager	1
TOTAL FTEs	**17**

2004-2005 Goals and Objectives

- Continue effective and efficient stewardship of the Victims Fund to maximize funding for programs and services for victims of crime by:
  - monitoring provincial and federal surcharge imposition and collection;
  - monitoring investment of The Victims Fund to maximize revenue;
  - monitoring expenditures in order to balance revenue and expenditures;
  - administering Proceeds of Crime monies deposited in the Victims Fund;
  - completing a review of the Victims Fund revenue and expenditures for Treasury Board.

- Meet the immediate needs of victims of crime for timely information, support and referral by:
  - ensuring adequate funding for Police-affiliated Victim Services and Aboriginal Resource Officer programs for victims of crime;
  - assisting community-based victims programs in accessing federal funding to enhance services to victims of crime;
  - completing the development phase of a database for the Police-affiliated and Aboriginal Resource Officer Programs;
  - assisting in resolving management and financial issues with some community-based programs;
  - Conduct financial reviews of four community-based programs;
  - Effectively manage contracts to deliver community-based services to victims of crime.

- Meet the unique needs of more vulnerable victims of crime by:
  - continuing funding of five specialized Victims Services Programs;
  - continuing to co-manage the Saskatoon Centre for Children's Justice and Victims Services;
  - continuing to contribute to the funding for the Regina Children's Justice Centre.

- Provide court orientation and support to victims and witnesses during their involvement with the criminal justice system by:
  - providing court orientation, court accompaniment and support to those who are most vulnerable, primarily child victims and witnesses and victims of sexual assault and domestic violence, during their involvement with the criminal justice system;
  - providing training to rural staff and volunteers on adult court orientation;
  - continuing to work on the development of a child witness protocol to help ensure children have access to a high standard of service province-wide;
  - developing the concept for a child-friendly courtroom.

- Provide payment for reasonable expenses resulting from a criminal act of personal violence by:
  - responding to applications for Victims Compensation in a timely manner;
  - reviewing and making recommendations for improvements to the Victims Compensation Program;

- updating the Policy and Procedures Manual to reflect changes in program direction and/or legislation;
- develop and implement a process for the transfer of the Restitution Program from Corrections and Public Safety to Victims Services.

- Assist in the effective development of existing programs and effectively administer contracts with Aboriginal organizations by:
  - monitoring contracts with Aboriginal organizations delivering eight family violence programs and managing issues as they arise;
  - in cooperation with Aboriginal and Northern Justice Initiatives Branch, working with the communities of Stony Rapids, Black Lake, and Sandy Bay to help them develop community responses to interpersonal violence and victimization;
  - providing information and responding to inquiries from the Commission on First Nations and Métis Peoples and Justice Reform.

- Educate the public and professionals about the needs of victims and how to respond in a helpful and compassionate way by:
  - responding to requests for information and distributing educational materials;
  - continuing to offer multidisciplinary training on the Justice Response to Domestic Violence in communities across the province;
  - delivering training to rural staff and volunteers on adult court orientation and accompaniment;
  - delivering training on Victims Compensation to volunteers and new Coordinators;
  - responding to requests for presentations and training on Victims Services programs and victims' issues;
  - planning, organizing, promoting, and delivering a successful Victims Services Week 2004;
  - delivering training on family violence and Victims Services to recruit classes at the Saskatchewan Police College;
  - delivering training to recruit classes at RCMP Depot on issues relating to child victims in conjunction with the Department of Community Resources and Employment and the Children's Justice Centre.

- Promote a comprehensive and cooperative response to victims of crime by:
  - participating in federal/provincial/territorial meetings on victims' issues;
  - participating in inter-departmental meetings and consultations on victims' issues;
  - meeting monthly with the RCMP;
  - consulting regularly with other areas of Justice, for example, Law Enforcement Services, Community Services, Courts Services and Corrections and Public Safety;
  - assisting Police-Affiliated Victims Services and Aboriginal Resource Officers to form a provincial association.

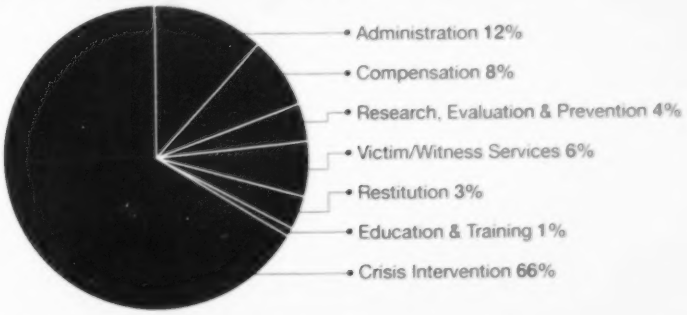
- Undertake research and evaluation related to the needs of victims of crime by:
  - completing data collection on a provincial Victims Services client satisfaction survey and a site-specific survey with a larger sample of victims in a number of communities;
  - obtaining federal funding for research for the second phase of a tracking project on Domestic Violence and for focus groups of key stakeholders to help evaluate services for victims of crime;
  - obtaining federal funding to evaluate the Aboriginal Family Violence Strategy to ensure that services provided are effective;
  - collecting and monitoring regular qualitative and quantitative reporting from all funded agencies.

- Help to prevent victimization by educating and assisting those at-risk by:
  - continuing to fund three Children Who Witness Domestic Violence programs and the Street Workers Advocacy Project, an anti-prostitution program.

Activities and Results

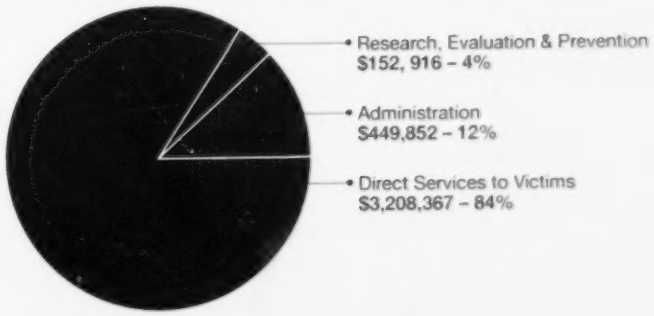
Financial Management/Administration

Victims Services 2004-2005
Actual Expenditures – Unaudited



* Chart does not include year-end adjustments

Victims Services 2004-2005
Actual Expenditures – Unaudited



Total Expenditures $3,811,135

* Chart does not include year-end adjustments

Total revenue for 2004-05 was $3,192,288. (This includes surcharges, increase in surcharge receivables, interest, proceeds of crime and other miscellaneous revenue.) Expenditures for 2004-05 totalled $3,811,136. The balance of the Victims Fund at March 31, 2004 equalled $1,790,547.*

- A review of the Victims Fund Revenue and Expenditures over the past five years was completed for Treasury Board and showed that each year the Victims Fund reserve has been drawn down to maintain adequate funding for existing programs.

- Proceeds of Crime totalling $118,459 remain in the Victims Fund for 2004-05.

- Conducted financial audits of four programs and trained staff in Simply Accounting to enable programs to have the knowledge to assume responsibility for their finances in the future.

- Continued to work with several Aboriginal Family Violence Programs to resolve management and financial issues.

Crisis Intervention Services

- Managed 23 contracts with community agencies and municipal police services to ensure that services are available to 80 percent of Saskatchewan's population.

- Maintained services for victims in the Indian Head and Punnichy RCMP detachments by providing additional funding to the Regina Region Victim Services program with partial funding from Justice Canada.

- Continued to explore the establishment of services for victims of crime in the Athabasca area with the communities of Black Lake and Stony Rapids, the RCMP, federal representatives, and other Justice representatives.

Community-based Police-affiliated Victims Services Programs

Specialized Victim Services

- Provided funding for five specialized programs: the Domestic Violence Early Intervention Program (Family Service Regina); Volunteer Victim Support Worker Program (Saskatoon Sexual Assault Centre); the Sexual Assault Line (Regina Women's Community Centre); the Regina Children's Justice Centre; and the Saskatoon Centre for Children's Justice and Victim Services.

- Continued to assist with funding and management of the Regina Children's Justice Centre and the Saskatoon Centre for Children's Justice and Victim Services.

Victim/Witness Services

- Continued to offer court orientation and support to those who are most vulnerable, with an increased focus on children and teens.

Victim/Witness Support

Age Group	Males			Females			Total		
Year	2002-2003	2003-2004	2004-2005	2002-2003	2003-2004	2004-2005	2002-2003	2003-2004	2004-2005
Children	51	53	32	70	75	60	121	128	92
Teenagers	61	53	60	135	157	123	196	210	183
Adults	64	65	72	386	351	240	450	416	312
Total	**176**	**171**	**164**	**591**	**583**	**423**	**754**	**767**	**587**

- Chaired a committee with representatives from Victims Services, Public Prosecutions, Court Services, and Saskatchewan Property Management Corporation staff to continue developing plans for a child-friendly courtroom in Regina.
- Worked with Public Prosecutions on the development of a provincial Victim/Witness referral policy.
- Participated in the development and implementation of the Battlefords Domestic Violence Treatment Option Court project.
- Participated in the development of the Saskatoon Domestic Violence Court project.

Victims Compensation/Restitution

- Provided victims compensation totalling $288,130 to 296 victims of crime.

Victims Compensation Statistics

	2002-2003	2003-2004	2004-2005
Applications Received	372	384	321
Applications Approved	328	349	296
Applications Denied	44	35	25
Total Amount Awarded	$301,666	$408,600	$288,130*
Average Award	$919.71	$1,153.58	$973.41

* In 2004-05, there were no claims for large awards. The majority of applications denied were ineligible offences (property).

Aboriginal Initiatives

- Effectively administered funding for eight Aboriginal Family Violence initiatives.
- Effectively administered funding for five Aboriginal Resource Officer programs.
- Assisted Battlefords Victim Services in the preparation of a proposal to access continued federal funding for a sixth Aboriginal Resource Officer program in the Battlefords area.
- Continued to explore the development of a community response to the needs of victims in the Black Lake, Stony Rapids and Sandy Bay areas.
- In consultation with agencies delivering Aboriginal Family Violence Initiatives developed a plan for evaluating their programs.

Education and Training

- Distributed over 14,000 brochures, posters, fact sheets, bookmarks and other educational material to justice staff, community agencies and individuals.
- Acknowledged nearly 300 volunteers who assisted in providing services to victims of crime in 2004-05 and gave special recognition to 10-year and 15-year volunteers.
- Provided multidisciplinary training sessions for police, funded agency staff and related community organizations in communities

across Saskatchewan on the Justice Response to Domestic Violence.

- Delivered 16 presentations to multi-sectoral audiences on interpersonal violence.
- Victim/Witness Coordinators provided training sessions for Police-affiliated Victims Services staff and volunteers on court accompaniment for victim/witnesses.
- Provided five training sessions on Victims Compensation for staff and volunteers in eight Police-based programs.
- Provided extensive professional and administrative support to the Saskatchewan Association of Police-affiliated Victim Services in organizing their first major victims conference which attracted participants from four provinces and Nunavut.
- Delivered two training sessions on family violence and two on Victims Services and Victim Impact Statements for police trainees at the Saskatchewan Police College.
- Delivered 10 educational sessions on victims services to 300 RCMP recruits.
- Delivered Board training to three Aboriginal Family Violence programs with respect to financial and legal responsibilities.
- Assisted the Saskatchewan Association of Police-affiliated Victim Services with two weekend training sessions for volunteer victim support workers.
- Planned, organized and delivered Victims Services Week 2004.
- Provided financial support for 17 police-based Victim Services volunteers and two Sexual Assault Centre volunteers to attend a provincial Victims Conferences in Saskatoon.
- Provided financial support for one community program staff to attend a National Victims Conference in Vancouver.
- Provided financial support for eight Aboriginal Family Violence program staff to attend a provincial victims conference in Saskatoon.
- As a member of an integrated multi-disciplinary team of six provincial government and two federal representatives, delivered training to First Nations police boards and agencies in northern communities to help them develop strategies to identify and respond to community issues such as family violence, gangs and vandalism.

Coordination

- Met monthly with RCMP "F" Division Community Services to discuss and address issues of mutual concern.
- Consulted as appropriate with other areas of Justice, for example, Law Enforcement, Community Services and Public Prosecutions as well as the Department of Corrections and Public Safety on issues related to policies and procedures affecting victims of crime.
- Continued to assist in the development of an updated Provincial Child Abuse Protocol.
- Assisted in the development of the Provincial Interpersonal Violence & Abuse Protocol.
- Participated in various interdepartmental committees on family violence, child abuse, child exploitation and elder abuse.
- Attended two meetings of the Federal/ Provincial/Territorial (FPT) Working Group on Victims Issues.
- Represented Justice on the Premier's Voluntary Sector Initiative Committee.

Research and Evaluation

- Completed the provincial evaluation of Police-affiliated Victims Services and Aboriginal Resource Officer programs and released a summary report of the findings.
- Completed data gathering for the provincial client survey and prepared provincial and site-specific technical reports.
- Collected and monitored regular qualitative and quantitative reporting from all funded agencies.

- Provided advice and direction to RESOLVE in preparing and developing the evaluation for the Aboriginal Family Violence Strategy.
- Researched options available to develop a certified training program for police-based staff and volunteers.
- Continued work with the RCMP on the development of processes to address privacy concerns and to ensure that victims continue to be referred to local Victims Services programs.

Prevention of Victimization Programming

- Provided financial support for projects through the Prevention and Support Grant Committee.
- Continued funding for three Children Who Witness Domestic Violence Programs and for an anti-prostitution program in Regina, the Street Workers Advocacy Program.

2005-2006 Objectives

- Respond to the recommendations of the Commission on First Nations and Métis Peoples and Justice Reform relating to Victims Services.
- Closely monitor the Victims Fund's revenue and expenditures and explore avenues to increase revenue.
- Effectively manage contracts to deliver community-based services to victims of crime.
- Provide court orientation and support to victims/witnesses.
- Provide payments for reasonable expenses resulting from a criminal act of personal violence.
- Plan and organize Victims Services Week 2005.
- Implement the revised Restitution Program previously offered by Corrections and Public Safety.
- Represent Justice on the Premier's Voluntary Sector Initiative Committee.
- Fund the evaluation of the Aboriginal Family Violence Strategy and disseminate findings to appropriate departments.
- Attend meetings of the Federal/Provincial/Territorial (FPT) Working Group on Victims Issues.
- Continue work on the development of provincial protocols regarding government responses to child abuse, child victim/witnesses and family violence.
- Distribute materials to increase awareness of programs and services available to victims of crime.
- Commence a review of *The Victims of Crime Act*.
- Together with community agencies, educate the public and professionals about the needs of victims and how to respond in a helpful and compassionate manner.
- Support programming to prevent victimization.
- Develop an educational program that will provide accreditation for Victims Services Coordinators and volunteers.

Police-affiliated Victims Services and Aboriginal Resource Officer Programs
2004/05

Program	Population Served	Communities Served[1]	Staffing (FTE)	Volunteers	Date Funding Commenced	Actual Contract Funding
Battlefords Victim Services and Aboriginal Resource Officer Program[2]	27,000	North Battleford, Battleford and Glaslyn	3	13	Oct-94	$ 91,276
Buffalo Regional Victim Services	2,500	Buffalo Narrows	1	1	Dec-99	$ 61,074
Churchill River Regional Victim Services	4,800	Beauval, Ile-a-la-Crosse and Pinehouse	2.3	9	Mar-99	$ 107,020
La Loche Victim Services	5,000	La Loche	1	2	May-94	$ 59,579
Midwest Regional Victim Services[3]	36,000	Lloydminster, Maidstone, Onion Lake and Turtleford	1	6	Feb-98	$ 43,610
Moose Jaw and District Victim Services	34,000	Moose Jaw City and Moose Jaw RCMP Detachment	1.25	9	Jan-94	$ 61,963
Northeast Regional Victim Services	36,000	Tisdale, Melfort, Carrot River, Nipawin, Cumberland House, Hudson Bay and Porcupine Plain	2	31	Oct-95	$ 112,760
Northern Region Victim Services and Aboriginal Resource Officer Program	8,000	La Ronge	2.1	4	Aug-96	$ 113,413
Northwest Regional Victim Services	16,000	Meadow Lake, Green Lake, Loon Lake, Pierceland and St. Walburg	1	5	Oct-95	$ 59,620
Parkland Victim Services and Aboriginal Resource Officer Program	32,000	Yorkton, Broadview and Kamsack	3	21	Apr-93	$ 126,690
Prince Albert Regional Victim Services	35,000	Prince Albert Rural, Shellbrook, Birch Hills, Big River, Smeaton and Wakaw	1.2	28	Jul-97	$ 68,466
Prince Albert Victim Services and Aboriginal Resource Officer Program	36,000	Prince Albert City	3	36	Jun-94	$ 123,254
Regina Region Victim Services[4]	25,000	Regina Rural, Avonlea, Fort Qu'Appelle, Indian Head, Lumsden, Milestone, Punnichy, Southey and Strasbourg	2	20	Oct-94	$ 113,749
Regina Victim Services and Aboriginal Resource Officer Program	193,000	Regina City	4	24	May-93	$ 170,206
Saskatoon Victim Services and Aboriginal Resource Officer Program[5]	215,000	Saskatoon City and RCMP Detachments of Saskatoon and Warman	5	34	Oct-92	$ 240,192
Southeast Regional Victim Services	33,000	Estevan City and Estevan Rural, Carnduff, Fillmore, Kipling and Carlyle	1.1	13	Oct-94	$ 61,181
South West Victim Services	35,000	Swift Current, Cabri, Gravelbourg, Gull Lake, Kyle, Maple Creek, Morse, Ponteix and Shaunavon	1.1	27	Dec-93	$ 63,542
Total Population of Existing Programs	773,300	Total Volunteers for Victim Services Programs		283		$1,677,597

[1] "Communities Served" identifies cities or RCMP detachment jurisdictions.
[2] Battlefords also received partial funding for the Aboriginal Resource Officer Program from Justice Canada.
[3] Midwest Program also received funding from Alberta Solicitor General.
[4] Victims Services received $25,000 for this program from Justice Canada (for program expansion).
[5] Saskatoon funding and staffing included Centre for Children's Justice.